



**AGENDA**  
**RIO DELL CITY COUNCIL**  
**STUDY SESSION – 6:00 P.M.**  
**REGULAR MEETING – 6:30 P.M.**  
**TUESDAY, JANUARY 7, 2014**  
**CITY COUNCIL CHAMBERS**  
**675 WILDWOOD AVENUE, RIO DELL**

*WELCOME . . . By your presence in the City Council Chambers, you are participating in the process of representative government. Copies of this agenda, staff reports and other material available to the City Council are available at the City Clerk's office in City Hall, 675 Wildwood Avenue. Your City Government welcomes your interest and hopes you will attend and participate in Rio Dell City Council meetings often.*

*In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Office of the City Clerk at (707) 764-3532. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to assure accessibility to this meeting.*

**THE TYPE OF COUNCIL BUSINESS IS IDENTIFIED IMMEDIATELY AFTER EACH TITLE IN BOLD CAPITAL LETTERS**

**A. CALL TO ORDER**

**B. ROLL CALL**

**C. SPECIAL STUDY SESSION – 6:00 – 6:30 p.m.**

1) 2014/0107.01 - Finance Director Job Classification, Salary and Recruitment

1

**D. PLEDGE OF ALLEGIANCE**

**E. CEREMONIAL MATTERS**

**F. PUBLIC PRESENTATIONS**

*This time is for persons who wish to address the Council on any matter not on this agenda and over which the Council has jurisdiction. As such, a dialogue with the Council or staff is not intended. Items requiring Council action not listed on this agenda may be placed on the next regular agenda for consideration if the Council directs, unless a finding is made by at least 2/3rds of the Councilmembers present that the item came up after the agenda was posted and is of an urgency nature requiring immediate action. Please limit comments to a maximum of 3 minutes.*

**G. CONSENT CALENDAR**

*The Consent Calendar adopting the printed recommended Council action will be enacted with one vote. The Mayor will first ask the staff, the public, and the Council members if there is anyone who wishes to address any matter on the Consent Calendar. The matters removed from the Consent Calendar will be considered individually in the next section, "SPECIAL CALL ITEMS".*

- 1) 2014/0107.02 - Approve Minutes of the December 17, 2013 Regular Meeting  
(ACTION) 4
- 2) 2014/0107.03 - Approve Finance Director Job Classification, Salary Schedule and  
Recruitment (ACTION) 18
- 3) 2014/0107.04 - Arrangement with departed Finance Director Stephanie Beauchaine  
for Interim Services (RECEIVE & FILE) 21
- 4) 2014/0107.05 - City Manager Salary for Recruitment (RECEIVE & FILE) 26
- 5) 2014/0107.06 - Audit Results on Transportation Fund for year ended June 30, 2012  
and June 30, 2013 (RECEIVE & FILE) 28
- 6) 2014/0107.07 - Continue discussion of Bio Solids Giveaway Program to the  
January 21, 2014 regular meeting (ACTION) 37
- 7) 2014/0107.08 - Status Report on Wastewater Rate Study (RECEIVE & FILE) 43
- 8) 2014/0107.09 - Approve Professional Services Agreement with Avery Associates  
for City Manager Recruitment for a total cost not to exceed \$24,400  
(ACTION) 47
- 9) 2014/0107.10 - Approve Release of Retention in the amount of \$6,546.15 to SJL  
Construction for the Davis St./Wildwood Ave. Safe Routes to  
Schools Project (ACTION) 82
- 10) 2014/0107.11 - Approve re-appointment of Alice Millington and Gary Chapman  
to the Rio Dell Planning Commission for three (3) year terms  
ending December 31, 2016 (ACTION) 85

#### H. SPECIAL PRESENTATIONS

#### I. SPECIAL CALL ITEMS/COMMUNITY AFFAIRS

- 1) "SPECIAL CALL ITEMS" from Consent Calendar
- 2) 2014/0107.12 - Adopt Guidelines for Wildwood Ave. Sculpture Program and  
Continue appointment of members to the Wildwood Avenue  
Sculpture Committee to the January 21, 2014 meeting (ACTION) 93
- 3) 2014/0107.13 - Declare (2) Public Works Trucks Surplus and Approve Purchase of  
(1) Used 2002 ¾ Ton GMC Diesel Pickup (ACTION) 104

J. ORDINANCES/SPECIAL RESOLUTIONS/PUBLIC HEARINGS

- 1) 2014/0107.14 - Conduct Second Reading (by title only) and adopt Ordinance No. 314-2014 Establishing Purchasing Procedures, Section 3.30.110 and Amending Section 3.30.100 of the of the Rio Dell Municipal Code **(ACTION)** 111
- 2) 2014/0107.15 - Conduct Second Reading (by title only) and adopt Ordinance No. 315-2014 Amending Building Codes and Appendices, Section 15.05.020 of the Rio Dell Municipal Code **(ACTION)** 115
- 3) 2014/0107.16 - Introduce and Conduct First Reading (by title only) of Ordinance No. 308-2014 Establishing Environmentally Sensitive Habitat Area (ESHA) Regulations, Section 17.30.080 of the Rio Dell Municipal Code **(ACTION)** 120

K. REPORTS/STAFF COMMUNICATIONS

1. City Manager
2. Chief of Police
3. Finance Director
4. Community Development Director

L. COUNCIL REPORTS/COMMUNICATIONS

M. ANNOUNCEMENT OF ITEMS TO BE DISCUSSED IN CLOSED SESSION AS FOLLOWS: **No Closed Session Items Scheduled**

N. ADJOURNMENT

*The next regular meeting will be on January 21, 2014  
at 6:30 p.m. in City Hall Council Chambers*

*Rio Dell City hall  
675 Wildwood Avenue  
Rio Dell, CA 95562  
(707) 764-3532  
riodellcity.com*



January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM: Jim Stretch, City Manager  
SUBJECT: **STUDY SESSION--Finance Director Job Classification, Salary and Recruitment**

IT IS RECOMMENDED THAT THE CITY COUNCIL CONSIDER AND TAKE ACTION ON THIS MATTER AS A REGULAR AGENDA ITEM ON 1-7-14:

1. Approve amending the job description for the Finance Director to include the responsibility for the City's risk management program, special studies as required and special project administration as assigned by the City Manager, and to act as City Manager in his/her absence as assigned, and
2. Adjust the salary schedule (steps A thru C) for the Finance Director by 11.76%, to be \$75,408, \$77,670 and \$80,000 respectively, pending the outcome of the total compensation study being prepared by Cooperative Personnel Services and action by the City Council.

#### BACKGROUND AND DISCUSSION

##### Finance Director Job Description

As the Council is aware, the City's Finance Director of 8 years left her position with the City on December 20, 2013 to take a similar position with the City of Millbrae in San Mateo County. In anticipation of her separation, the City Manager (CM) carefully reviewed the present job description to determine whether the position had evolved over time and needed to be amended; it had. At the same time the City Manager evaluated the benefit to the organization of upgrading the position to assume a greater role for overall city administration, something like a Deputy City Manager or Finance Director/Deputy City Manager. And, after much thought neither approach is recommended to the Council. There is perhaps a better approach to modify the position classification to fit the needs of the organization at a lesser cost.

What is recommended to the Council is an amendment of the Finance Director's job description to include the following duties:

1. Risk Management functions, including representing the City on the Joint Powers Authority (JPA) Board of Directors.

2. Undertake special studies on a wide range of management/administrative topics as assigned by the CM.
3. Administer/management special projects, including capital projects, as assigned by the CM.
4. Act in the capacity of CM in his/her absence, as assigned

These changes in the job description will allow for greater administrative flexibility in the organization without diminishing the fact that the primary qualification and responsibility of the position is governmental accounting and public budgeting and finance.

#### Finance Director Salary

The current salary steps for the Finance Director are \$67,473, \$69,497 and \$71,582 respectively. There are only 3 steps, not the normal 5 steps like rank and file employees. The Council may recall that when the salary study was completed back in 2010, this position was found to be over 51% below the median salary of the comparative labor market. The Council approved a significant adjustment in compensation for the position up to 85% of the median salary.

Once again CPS has conducted a salary only survey of comparative agencies at our request (attached) and has found that the salary for the Finance Director is 24% below the mean and 26% below the median salary of comparable agencies. It could be argued that Ferndale's position is not comparable in terms of knowledge and duties and at \$4,833/month should be deleted from the survey. If that were done the position is out by approximately 30%.

A recent conversation with City and County administrators from Humboldt and Del Norte Counties reveals that all public agencies on the north coast have been unsuccessful lately in recruiting public agency accounting professionals. That has been our experience also and it may be again when we recruit the Finance Director. Accordingly, it is recommended that the salary for the Finance Director (top step) be increased from \$71,580 to \$80,000, an increase of 11.763%. A further adjustment at this time would likely complicate the internal salary relationships of several other positions and should wait for the results of the CPS study.

The job flyer for the position will note that a total compensation review for all positions is under contract.

It is recommended that the job description for the Finance Director be amended to add the job duties as mentioned above and that the salary ranges for the position be increased 11.76%.

# Finance Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Arcata	Finance Director	\$6,715	\$8,164
City of Blue Lake	No Comparable Class	N/A	N/A
City of Crescent City	Director of Finance	\$6,326	\$7,932
City of Eureka	Finance Director	\$7,996	\$9,720
City of Ferndale	Treasurer	\$3,417	\$4,833
City of Fort Bragg	Director of Finance/City Treasurer	\$7,114	\$8,648
City of Fortuna	Finance Director	\$5,282	\$6,418
City of Rio Dell	Finance Director	\$5,623	\$5,965
City of Willits	Finance Director/City Treasurer	\$5,382	\$6,542
McKinleyville Community Services District	Finance Director	\$5,539	\$7,070

Base Salary Median		\$7,501
Base Salary Mean		\$7,416
Percentage Above or Below Median		-26%
Percentage Above or Below Mean		-24%

**RIO DELL CITY COUNCIL  
STUDY SESSION  
REGULAR MEETING  
DECEMBER 17, 2013  
MINUTES**

The study session/regular meeting of the Rio Dell City Council was called to order at 6:00 p.m. by Mayor Thompson.

**ROLL CALL:** Present: Mayor Thompson, Councilmembers Johnson, Marks, Wilson and Woodall

Others Present: (Study Session) City Manager Stretch, Community Development Director Caldwell and City Clerk Dunham

(Regular Meeting) City Manager Stretch, Chief of Police Hill, Finance Director Beauchaine, Community Development Director Caldwell, Wastewater Superintendent Chicora and City Clerk Dunham

Absent: Water/Roadways Superintendent Jensen (excused)

**SPECIAL STUDY SESSION**

Review of City Manager Work Plan/Priorities

City Manager Stretch stated at the last regular meeting, the Council concurred to retain the services of an executive recruitment firm to handle the City Manager recruitment so that he could get more of the special projects on his work plan accomplished over the next 6 months. He said the purpose of the study session is to go over the list of items on his work plan to insure his priorities are also the Council's priorities.

He presented the original work plan adopted in 2013 as well as a list of new priorities that emerged over the last 6 months with priority items identified in bold. From the 2 lists, he identified by priority the following 10 projects that he anticipated to be completed by the end of the fiscal year, June 30, 2014:

1. CalPers retirement/actuarial evaluation
2. CPS total compensation study
3. Recruitment of Finance Director
4. Recruitment of City Manager
5. New labor contracts with (2) Employee Associations and (6) contract employees
6. Adoption of City Budget for 2014-15
7. Complete Employee Handbook revisions concerning employee rights/due process
8. Revisions to Business License Ordinance
9. Monument Springs negotiations with property owners
10. Capital Improvement ADA project/ City Hall planning lead person with Architect

**DECEMBER 17, 2013 MINUTES**  
**Page 2**

City Manager Stretch then provided a brief overview of each of the 10 priority projects and said he has delayed entering into contract negotiations with employees and may consider extending the current contracts for 6 months pending the results of the CalPERS actuarial.

He said with regard to the CPS total compensation study, it appears that the salary for the Finance Director position is approximately 25% lower than the average median salary because of a couple of local jurisdictions that had to increase the salary during their recruitment process. Also, the salary for the City Manager position is out about 7 or 8%. He suggested a study session be scheduled during the next regular meeting to discuss the recruitment process for the City Manager and job description, salary and recruitment for the Finance Director.

He commented that the budget process for 2014-15 will be impacted due to the turnover of finance staff, noting that he relies quite heavily on the Finance Director during the budget process to produce expenditure and revenue reports in addition to other financial reports. He noted that the update of the Business License Ordinance is approximately 85% complete; estimating it will take 60 hours of additional work to complete. He added that he feels confident the City will be able to come to an agreement with the property owners with regard to the Monument Springs negotiations.

He said the last item on the list concerns working with staff, the City Council and the Architect to address the ADA improvements at City Hall and preparing a site master plan as part of the planning process to identify the future spatial requirements for City staff. He said with Council's concurrence, the Community Development Director, Kevin Caldwell will be taking the lead on this project.

Mayor Thompson suggested Kevin also work on completion of the Business License Ordinance. City Manager Stretch commented that the Business License Ordinance update is more of a City Clerk function.

Councilmember Marks commented that the update of the Business License Ordinance will take up a large amount of available hours by the City Manager and said she also felt it should be relinquished to someone else. The consensus was that completion of the Business License Ordinance and administrative fee update be turned over to the City Clerk for completion.

Councilmember Marks referred to Item 9 on the original work plan related to the Accufund Budget Planning Module and said with a new Finance Director coming in, it would be beneficial to have the module so the formulas will be in place. She noted that without having the salaries and revenue projections, it will be difficult to forecast CalPERS. She said she would like to see the budget module moved up the priority list.



**DECEMBER 17, 2013 MINUTES**  
**Page 3**

City Manager Stretch stated that it would be realistic to say that the budget module will not be implemented until after a new Finance Director is in place.

Mayor Thompson said perhaps this could be set as a priority for the new Finance Director.

Councilmember Marks pointed out the importance of having a good solid tracking mechanism for accounting.

City Manager Stretch commented that he believes Accufund has a lot of capabilities that have not been implemented.

City Manager Stretch mentioned that he not only wants to make sure his priorities are those of the City Council, he wants to make sure those priorities are carried over to the new City Manager.

Councilmember Woodall stated that she is comfortable with the list of priorities as identified by the City Manager.

Mayor Thompson pointed out that the estimated hours for the City Manager to work with the recruitment firm was not included on the list. City Manager Stretch stated that it was omitted in error and that he would like to help with the City Manager recruitment; if necessary he will work with them on his own time.

Councilmember Marks stressed the importance of the City Manager participating in the recruitment process.

Councilmember Johnson said no matter what the Council decides as priorities now; there will be a number of unforeseen items that evolve over the next 6 months that will be of high importance. He asked the City Manager if he is comfortable with the list with the removal of the 2 items turned over to staff. City Manager Stretch said he feels confident he will be able to achieve those goals over the next 6 months with the exception of adoption of the 2014-15 City Budget because of the data normally generated by the Finance Director.

Mayor Thompson called for public comment on the proposed City Manager work plan/priorities. There was no public comment received.

The study session ended at 6:30 and the regular meeting resumed.

**PUBLIC PRESENTATIONS**

None

**CONSENT CALENDAR**

## DECEMBER 17, 2013 MINUTES

### Page 4

Councilmember Marks asked that Item 2 be removed from the consent calendar for separate discussion.

Motion was made by Johnson/Woodall to approve the consent calendar including the approval of minutes of the December 3, 2013 regular meeting; approval of Resolution No. 1214-2013 Establishing a Fund Balance Classification Policy; and approval of Resolution No. 1215-2013 approving Mid-Year Budget Adjustments. Motion carried 5-0.

### SPECIAL PRESENTATIONS

Project Status Report by Craig Olson, Project Engineer, HDR Engineering

City Manager Stretch announced there will be no status report this evening as the engineer was unable to attend.

### SPECIAL CALL ITEMS FROM CONSENT CALENDAR

Approve giveaway of the Wastewater Treatment Plant's Exceptional Quality Class 'A' Bio-Solids to City residents and if necessary, County residents to dispose of excess bio-solids product  
Councilmember Marks said after reading the staff report, she decided she would rather the City give the bio-solids (sludge) to another organization rather than to citizens. She said it was never her intention to give it to citizens since it is unknown what it will be used for over the long term.

Wastewater Superintendent Chicora commented that citizens would be limited to 1 yard of bio-solids per year. Councilmember Marks stated that she objects to any amount going to her properties and said she will provide the City with a list of those properties.

City Manager Stretch said it seems that decision would be between the property owner and the tenant and doesn't think the City should be the keeper of such a list.

Mayor Thompson asked for public comment on the matter; there was no public comment received.

Motion was made by Johnson/Thompson to approve the giveaway of the wastewater treatment plant's exceptional Class 'A' bio-solids to City residents and if necessary, to County residents to dispose of excess bio-solids product. Motion failed 2-3.

City Manager Stretch asked if the Council understands that the City will have to pay to dispose of the bio-solids if there is no giveaway program.

Councilmember Wilson suggested the matter be brought back to the Council for further discussion. City Manager Stretch said he will gather more information and bring it back to the Council at the next meeting. Council concurred.

## **SPECIAL CALL ITEMS/COMMUNITYAFFAIRS**

### Appointment of two (2) Council Members and one (1) alternate Council Member to the Nuisance Hearing Committee

Community Development Director Caldwell provided a staff report and stated that the newly adopted Nuisance Regulations requires the establishment of a Hearing Committee consisting of 2 members of the City Council and the City Manager, plus 1 alternate City Council Member to facilitate timely meetings and resolve any potential conflicts of interest.

Councilmembers Woodall and Johnson volunteered to serve on the committee. Councilmember Marks volunteered to serve as the alternate member.

Councilmember Johnson questioned the term length for members on the committee. Staff responded that the appointments will coincide with the other external boards and committee assignments which occur after each City Council election.

Motion was made by Wilson/Johnson to approve the appointment of Councilmembers Woodall and Johnson to the Nuisance Hearing Committee and Councilmember Marks as alternate. Motion carried 5-0.

Receive report on River Bar Survey results and approve staff's recommendation as submitted  
Chief of Police Hill provided a power point presentation related to the river bar survey results and said because of recent citizen concerns regarding the river bar and access to the river were brought to the City Council's attention, he put together some information regarding the issue and sent a survey out to the community to see what the overall opinion is on the issue. He reported that only 96 surveys (less than 10%) of the surveys sent out were completed and returned which is not necessarily representative of the community's opinion on the issue.

He explained that the survey questions basically had to do with the type of recreational activities the river bar is used for, the problems associated with river access, community opinions on restricting access and opinions on additional tax revenue to address concerns.

He reported that of the surveys returned, about 25% were from people who live close to the river; 65% stated they use the river bar for recreational activities, primarily walking, hiking, walking their dog and fishing. He said only 15% of those people stated that they ride their ATV's or motorcycles on the river bar. Another common use mentioned was swimming.

Chief Hill further reported that the most common problem identified in the surveys was excessive noise from off-road vehicles occurring during both day and night time hours. Also, that garbage and trash is left on the river bar.

With regard to river bar access, Chief Hill said a majority of the respondents were not in favor of closing the river bar to motorized vehicles; however were in favor of restricting access to daytime hours. Also, the majority was not in favor of creating a special tax to facilitate additional patrol and enforcement for the river bar.

Chief Hill then reviewed some of the specific suggestions and comments made by the respondents which included the placement of trash cans near the river; signage regarding no camping and no camp fires; utilizing community volunteer groups to pick up trash; and installation of a security camera at the gate access. Some of the comments received were that the community already pays enough taxes and the police should already be patrolling the river bar; additional public access would reduce public access from private property; vehicles and ATV's are destroying the riparian area below the river bank; and the river bar provides a place for positive recreational activities for young people.

In closing, he said based on the survey results his opinion is that access to the river bar should remain restricted to day time use; make an effort to improve public access points for non-motorized use; increase enforcement efforts by adding signage and making a better effort to patrol the river bar; review the noise ordinance for possible revision to address noise issues specific to the river bar and OHV use; and revisit the issue in the future with resubmittal of a survey to the community to determine if these efforts have helped to mitigate some of the problems associated with the river access.

Mayor Thompson called for public comment on the issue.

**Brandon Phillips**, Metropolitan Road, addressed the Council and said that all of this is a waste of time and if access to the river bar is taken away, there will be no place for recreational activities and nothing else for kids to do. He said the river bar should be left open and if people who live around it don't like the noise; they can move or go down to the river and tell the people who are making the noise to stop. He commented that he hardly ever hears noise and if he does, he doesn't have a problem figuring out who it is since there are only about 5 people that ride ATV's on the river bar.

Councilmember Marks commented that the last time she tried to walk along the railroad tracks she saw what appeared to be homeless camp sites and asked Brandon if that is a problem on that side of the river.

He commented that he has observed some homeless people camping on the river bar with garbage and trash but that he personally doesn't have a problem because he runs them and has called the police department and they took care of the problem. He commented that there are people that can't even do the wrong thing right and if they're going to dump their garbage, they should at least dump it where no one can see it. He said when you're dealing with idiots, that's just the way it is and that this problem exists in the whole county; not just Rio Dell. He also commented that he basically controls that area of the river bar and just yesterday a couple came

by and wanted to access the river bar to look for fossils and he gladly opened the gate and let them through. He said he has had access to the river since he was a kid, and it's just not right to deny access to anyone who wants to use it.

**Judy Ingraham**, 1151 Riverside Dr. stated she has lived here for over 20 years and that she doesn't mind people fishing or riding ATV's on the river bar but it is disturbing when they ride ATV's around and around the same area behind her house for hours at a time. She said also there is a lot of garbage being left on the river bar. She said she doesn't want to take recreation away from kids but pointed out that she also has an ATV and she takes it to the Oregon dunes or Samoa to ride. She said she did not appreciate the fact that a motorcycle track was put in behind her house and said kids should have more respect for people's privacy and the river bar.

**Karen Chase**, 480 Edwards Dr., commented that she doesn't want to repeat her concerns by presenting the same pictures of the destruction of the river bar but pointed out that once the destruction is done, you can't get it back. She stressed the importance of protecting the City's archeological resources. She said she appreciates the City's efforts in sending out the surveys and feels that sincere efforts have been made by giving the City a beautiful facelift (Wildwood Ave. Streetscape Project). She asked the Council to seek the same level of sincerity before making the river bar accessible to off-road vehicles.

**Michael Chase** asked that the City Council restrict river access to foot traffic only due to the illegal dumping of garbage and marijuana debris. He commented that the destruction of the river bar is resulting in the loss of vegetation. He said there is not enough manpower to patrol the river bar and asked who the responsible party is in the event someone is injured on the river bar.

City Manager Stretch stated that the State Lands Commission is responsible for everything beyond the access point.

**Michael Chase** commented that the river bar is basically the front yard of Rio Dell and its' most valuable resource.

Councilmember Wilson stated that it is not the intention of the City to close the river to the public and that he appreciates the study but it doesn't really resolve the issue. He said 100 years ago you could do a lot more to destroy the environment but that is not the case today. He agreed that the river bar is a valuable resource and should be protected. He said he had hoped to see more citizens here with ideas of how we can allow recreational use of the river bar, and at the same time, protect it. He said 1 option might be to keep the gate locked and require the user to obtain a key from the City with a minimal charge. He said if the Council accepts staff's recommendation to basically leave things as status quo, nothing will change. He said there needs to be more dialog.

Councilmember Johnson stated it seems that a lot of the problems are related to garbage and noise and said it might be worthwhile to put out trash cans to collect some of the garbage.

**DECEMBER 17, 2013 MINUTES**

**Page 8**

Chief Hill commented that it probably won't help because the people who would use the cans are typically the same people that would also take their garbage with them if there were no cans. He said there have been problems with people dumping household garbage in the City cans throughout the City. He also commented that the police department can have a higher presence at the river bar but it means it will take them away from somewhere else they need to be. Also, citizens are not willing to pay for enhanced enforcement. He said signs could be put up regarding rules for use of the river bar which may or may not help. He noted that 10% return on the surveys is hardly representative of the entire community and pointed out there are many people who use the river bar responsibly.

Councilmember Woodall asked if the City even has the ability to prohibit access to the river since it is regulated by the State, and asked what the funding source was for removal of abandoned vehicles on the river in the past.

Chief Hill responded that the vehicles were removed through the Vehicle Abatement Program.

Councilmember Marks commented that there are other river access locations besides Edwards Dr. and the City can't control people accessing the river from Scotia. She suggested placement of a security camera at the cul-de-sac on Edwards Dr. to perhaps catch some of the people responsible for the illegal dumping but as she pointed out there are many other ways to access the river bar including from the trail leading from the Riverside Estates Mobile Home Park.

Mayor Thompson asked how often the police department accesses the river bar, and if the entire area is Rio Dell's jurisdiction. Chief Hill said they access the river bar on an average of 2-3 times/week, and their jurisdiction includes all of the area to the other side of the river.

Councilmember Marks suggested a sign be placed at the entrance to the river bar encouraging citizens to contact the police department if they observe any illegal activity occurring.

Councilmember Johnson referred to a comment made by Brandon Phillips that there are only ½ dozen people who ride ATV's on the river bar and suggested guidelines be developed regarding helmets, mufflers, garbage, and how, when and where you can ride ATV's; somewhat like self-policing. He said he would like to get citizens involved with self-policing and to come up with "responsible" guidelines that meet all of the legal requirements

**Brandon Phillips** interjected that it is all about common sense and if you see someone dumping garbage, you need to do whatever is necessary to stop them. He said there will always be the kind of people that won't respect property or follow the rules and "you simply can't fix stupid."

Councilmember Marks said it takes interaction and involvement by the community to make a difference.

**DECEMBER 17, 2013 MINUTES**  
**Page 9**

Chief Hill suggested to get the word out to the community that if you are riding an ATV on the river bar, you have a responsibility to obey the rules and respect the river bar.

Councilmember Johnson pointed out that if the use of ATV's on the river bar is restricted, it will impact all those folks; not just those abusing the river bar.

Community Development Director Caldwell commented that some jurisdictions have licensing and permitting requirements for off road vehicles and as part of that, have a brochure titled "tread lightly" that provides guidelines and also specifies limits on noise. He said with regard to the dumping of garbage on the river bar; universal garbage collection would help to reduce the amount of garbage being dumped.

Councilmember Wilson said what he hopes to see come out of this is to send out a clear message to the community that this is where this situation is going because of the few minority and everyone needs to work together to come up with a solution that benefits everyone.

City Manager Stretch asked for a consensus of the Council as to whether they support enactment of any or all of staff's recommendations.

Mayor Thompson suggested the Council simply receive and file the information and bring the matter back for further review.

Councilmember Johnson suggested information be sent out to the community through the City's newsletter, proceed with staff's recommendation and continue to discuss options.

Motion was made by Woodall/Marks to approve staff's recommendations as presented and to bring the matter back to the City Council in 60 days for further consideration. Motion carried 5-0.

Make determination on access to Eel River from Painter St. and provide staff direction on how to proceed

City Manager Stretch provided a staff report and said this issue came up as the result of complaints received from citizens regarding gates installed at the end of Painter St. restricting public access to the river. He said the matter was presented to the Council at a recent meeting and staff was directed to engage a Land Surveyor to determine whether the gates were installed within the City's right-of-way or within the jurisdiction of the State Lands Commission. He said Kelly O'Hearn Associates was engaged to research the matter and conduct surveys to determine the point where Painter St. terminates as a public right-of-way. The determination of his research concluded that the neighboring property owner erected 2 fences within the City's right-

of-way at the end of Painter St. to block the public's access to the river and also moved their fence along the south portion of Painter St. into the right-of-way.

City Manager Stretch then reviewed the 3 options as presented in his staff report for establishing public access to the river from Painter St. for the Council to consider. The options included: 1) to fence and sign the location for no access to the river, with a lockable gate to provide for emergency and law enforcement vehicle access; 2) restrict access to foot traffic only with a pedestrian pass through and lockable gate for emergency and law enforcement vehicle access; or 3) allow full access to the river, including motor vehicles with access hours to be stated on a sign. He said he added a fourth option which includes that signs for parking be installed at the best location as determined by the traffic committee.

City Manager Stretch noted that there is no cul-de-sac to facilitate turning around of vehicles so parking at the end of Painter St. will be problematic. If this location is determined to be used as a major access point to the river, improvements will need to be made to accommodate parking. Also, clearing out overgrown vegetation will also be necessary to provide safe access.

City Manager Stretch stated that based on the current situation, staff is recommending option 2, restricting access to foot traffic only.

Mayor Thompson called for public comment on the issue.

**Denise Sweaney**, 471 Painter St., commented that she has also heard people shooting guns on the river bar and suggested before a decision is made on the type of access to the river from this location, she would like to know what the City's plans are for future use of the river bar.

Mayor Thompson responded that there are no specific plans being developed at this time and said the City recently submitted application for a trails grant but was not successful in securing it.

**Denise Sweaney** commented that she likes the idea of establishing a committee to come up with ideas to control the use of the river bar and expressed support for public access.

**Michael Chase** questioned the amount of environmental damage with regard to water that is being done by off-road vehicles

**Sharon Wolff** asked where the access point is on Painter St. and said there is currently no sign of public access at the end of Painter St. because that area is so overgrown. She questioned the potential environmental damage caused by oils and toxins from vehicles going into the water. . She asked for clarification if the goal is to get the access cleaned up for foot traffic only.



**Gary Chapman**, Hilda Ct., stated he is in favor of providing vehicle access to the river and said the City should take advantage of what the river can do to promote tourism. He commented that one of the advantages of the Davis St. access is the R.V. Park and expressed support for development of a park and picnic area at the Painter St. access area.

**Karen Chase** commented that Painter St. access is not a safe place for pedestrians with vehicle traffic.

Councilmember Marks stated that someone has been cutting down trees at the end of Edwards Dr. which takes away some of the beauty of the river bar.

City Manager Stretch noted that it may be the State Department of Fish and Game removing the trees.

Motion was made by Woodall/Marks to restrict access to the river from Painter St. to foot traffic only with a pedestrian pass through and lockable gate to provide for emergency and law enforcement vehicle access. Also, directing staff to install a sign with access hours posted. Motion carried 5-0.

## **ORDINANCES/SPECIAL RESOLUTIONS/PUBLIC HEARINGS**

### Conduct Second Reading (by title only) of Ordinance No. 302-2013 Establishing Parkland Dedication Regulations, Section 17.30.190 of the Rio Dell Municipal Code

Community Development Director Caldwell provided a brief staff report and stated the ordinance was introduced at the December 3, 2013 meeting and the purpose of the ordinance is to implement Parkland Dedication fees for all residential subdivisions rather than just those subdivisions subject to the planned development combining zone. He commented that Parkland Dedication fees can only be used for acquisition and development of parkland; not maintenance.

A public hearing was opened to receive public comment on the proposed ordinance. There being no public comment, the public hearing closed.

Motion was made by Wilson/Johnson to conduct second reading (by title only) and adopt *Ordinance No. 302-2013 Establishing Parkland Dedication Regulations, Section 17.30.190 of the Rio Dell Municipal Code* Motion carried 5-0.

### Conduct Second Reading (by title only) of Ordinance No. 300-2013 Amending Current Parking Regulations, Section 17.30.180 of the Rio Dell Municipal Code

Community Development Director Caldwell provided a brief staff report and said the ordinance was introduced at the December 3, 2013 meeting and at this time is being presented for its second reading and adoption. He noted that the ordinance was incorrectly referenced as Ordinance No. 305-2013 during its introduction rather than No. 300-2013 as now referenced.

**DECEMBER 17, 2013 MINUTES**  
**Page 12**

A public hearing was opened to receive public comment on the proposed Ordinance amendment. There being no public comment, the public hearing closed.

Motion was made by Woodall/Johnson to conduct the second reading (by title only) and adopt *Ordinance No. 300-2013 Amending the Parking Regulations, Section 17.30.180 of the Rio Dell Municipal Code*. Motion carried 5-0.

Conduct Second Reading (by title only) of Ordinance No. 309-2013 Amending the Current Design Review Regulations, Section 17.25.050(3) of the Rio Dell Municipal Code

Community Development Director Caldwell provided a brief staff report and said this ordinance was also introduced at the December 3, 2013 meeting and is back for its second reading (by title only) and adoption.

A public hearing was opened to receive public comment on the proposed amendment. There being no public comment, the public hearing closed.

Motion was made by Johnson/Woodall to conduct second reading (by title only) and adopt *Ordinance No. 309-2013 Amending the Design Review Regulations, Section 17.25.050 of the Rio Dell Municipal Code*. Motion carried 5-0.

Conduct Second Reading (by title only) of Ordinance No. 310-2013 Amending Council Meeting Regulations, Section 2.05.070 (Holidays) of the Rio Dell Municipal Code

City Manager Stretch provided a brief staff report and said the proposed amendment deletes any reference to rescheduling a Council meeting if it occurs on an election day since it no longer makes sense with the City Council Chambers no longer being used as a polling place. He said the ordinance was introduced at the December 3, 2013 meeting and is back for its second reading and adoption at this time.

A public hearing was opened to receive public comment on the proposed amendment. There being no public comment, the public hearing closed.

Motion was made by Wilson/Johnson to conduct the second reading (by title only) and adopt *Ordinance No. 310-2013 Amending Council Meeting Regulations, Section 2.05.070 (Holidays) of the Rio Dell Municipal Code*. Motion carried 5-0.

Conduct Second Reading (by title only) of Ordinance No. 311-2013 Amending Current Nuisance Regulations, Chapter 8.10 of the Rio Dell Municipal Code

Community Development Director Caldwell provided a brief staff report and stated the ordinance was introduced at the December 3, 2013 meeting and is back for its second reading and adoption at this time.

**DECEMBER 17, 2013 MINUTES**  
**Page 13**

A public hearing was opened to receive public comment on the proposed ordinance revisions. There being no public comment, the public hearing closed.

Motion was made by Johnson/Woodall to conduct the second reading (by title only) and adopt *Ordinance No. 311-2013 Amending the Current Nuisance Regulations, Chapter 8.10 of the Rio Dell Municipal Code*. Motion carried 5-0.

Introduce and Conduct First Reading (by title only) of Ordinance No. 314-2014 Establishing Purchasing Procedures, Section 3.30.110 and Amending Section 3.30.110 of the Rio Dell Municipal Code

Finance Director Beauchaine provided a staff report and said EPA completed a desk review audit of the City's Brownfield Grant and made recommendations to adopt a lease vs. purchase policy; and to include disciplinary procedures for any willful violator of these policies. She said as such, staff drafted a policy to meet EPA's requirement. She then provided a brief review of the main principles of the policy.

Councilmember Marks asked if it is a law that the City adopts these policies in order to get Brownfields grants. Finance Director Beauchaine explained it could potentially jeopardize grant funding even though the City has not violated any of these policies.

A public hearing was opened to receive public comment on the proposed ordinance. There being no public comment, the public hearing closed.

Motion was made by Woodall/Marks to conduct first reading (by title only) of *Ordinance No. 314-2014 Establishing Purchasing Procedures, Section 3.30.110 and Amending Section 3.30.110 of the Rio Dell Municipal Code* and to continue to the meeting of January 7, 2014 for its second reading and adoption. Motion carried 5-0.

Introduce and Conduct First Reading (by title only) of Ordinance No. 315-2014 Amending Building Codes and Appendices, Section 15.05.020 of the Rio Dell Municipal Code

City Manager Stretch provided a staff report and said the State of California Building Standards Commission updates Building Codes every 3 years based on model uniform codes published by the International Code Council. Each jurisdiction in California is required to adopt building codes as adopted by the State Building Standards Commission or may establish more restrictive building standards as deemed necessary; the codes must go into effect January 1, 2014. Staff's recommendation is to adopt the codes as adopted by the Building Standards Commission.

A public hearing was opened to receive public comment on the proposed ordinance. There being no public comment, the public hearing closed.

Motion was made by Woodall/Marks to *Introduce and Conduct First Reading (by title only) of Ordinance No. 315-2014 Amending Building Codes and Appendices, Section 15.05.020 of the*

*Rio Dell Municipal Code* and to continue to the meeting of January 7, 2014 for its second reading and adoption. Motion carried 5-0.

#### **REPORTS/STAFF COMMUNICATIONS**

City Manager Stretch stated he had nothing further to report at this time.

Chief of Police Hill reported on recent activities in the police department and said he wanted to publicly thank the Fortuna Police Department for their assistance with a recent burglary. He said with the use of their canine, they located the suspect in the brush and was able to recover the stolen property. He said they will be assisting the Fortuna Police Department tomorrow, and that they recovered over 25 lbs. of marijuana during an arrest.

Finance Director Beauchaine reported on activities in the finance department and said this will be her last Council meeting but she is working on an interim plan for the next couple of months while the City recruits for a new Finance Director.

Mayor Thompson, on behalf of the City Council, extended best wishes to Finance Director Beauchaine on her new job.

Mayor Thompson wished the community a Merry Christmas and Happy New Year.

#### **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 8:10 p.m. to the January 7, 2014 regular meeting.

---

Jack Thompson, Mayor

Attest:

---

Karen Dunham, City Clerk

*Rio Dell City hall  
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Rio Dell, CA 95562  
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riodellcity.com*



January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM: Jim Stretch, City Manager  
SUBJECT: Finance Director Job Classification, Salary and Recruitment

IT IS RECOMMENDED THAT THE CITY COUNCIL:

1. Approve amending the job description for the Finance Director to include the responsibility for the City's risk management program, special studies as required and special project administration as assigned by the City Manager, and to act as City Manager in his/her absence as assigned, and
2. Adjust the salary schedule (steps A thru C) for the Finance Director by 11.76%, to be \$75,408, \$77,670 and \$80,000 respectively, pending the outcome of the total compensation study being prepared by Cooperative Personnel Services and action by the City Council.

BACKGROUND AND DISCUSSION

Finance Director Job Description

As the Council is aware, the City's Finance Director of 8 years left her position with the City on December 20, 2013 to take a similar position with the City of Millbrae in San Mateo County. In anticipation of her separation, the City Manager (CM) carefully reviewed the present job description to determine whether the position had evolved over time and needed to be amended; it had. At the same time the City Manager evaluated the benefit to the organization of upgrading the position to assume a greater role for overall city administration, something like a Deputy City Manager or Finance Director/Deputy City Manager. And, after much thought neither approach is recommended to the Council. There is perhaps a better approach to modify the position classification to fit the needs of the organization at a lesser cost.

What is recommended to the Council is an amendment of the Finance Director's job description to include the following duties:

1. Risk Management functions, including representing the City on the Joint Powers Authority (JPA) Board of Directors.

2. Undertake special studies on a wide range of management/administrative topics as assigned by the CM.
3. Administer/management special projects, including capital projects, as assigned by the CM.
4. Act in the capacity of CM in his/her absence, as assigned

These changes in the job description will allow for greater administrative flexibility in the organization without diminishing the fact that the primary qualification and responsibility of the position is governmental accounting and public budgeting and finance.

#### Finance Director Salary

The current salary steps for the Finance Director are \$67,473, \$69,497 and \$71,582 respectively. There are only 3 steps, not the normal 5 steps like rank and file employees. The Council may recall that when the salary study was completed back in 2010, this position was found to be over 51% below the median salary of the comparative labor market. The Council approved a significant adjustment in compensation for the position up to 85% of the median salary.

Once again CPS has conducted a salary only survey of comparative agencies at our request (attached) and has found that the salary for the Finance Director is 24% below the mean and 26% below the median salary of comparable agencies. It could be argued that Ferndale's position is not comparable in terms of knowledge and duties and at \$4,833/month should be deleted from the survey. If that were done the position is out by approximately 30%.

A recent conversation with City and County administrators from Humboldt and Del Norte Counties reveals that all public agencies on the north coast have been unsuccessful lately in recruiting public agency accounting professionals. That has been our experience also and it may be again when we recruit the Finance Director. Accordingly, it is recommended that the salary for the Finance Director (top step) be increased from \$71,580 to \$80,000, an increase of 11.763%. A further adjustment at this time would likely complicate the internal salary relationships of several other positions and should wait for the results of the CPS study.

The job flyer for the position will note that a total compensation review for all positions is under contract.

It is recommended that the job description for the Finance Director be amended to add the job duties as mentioned above and that the salary ranges for the position be increased 11.76%.

**Finance Director**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Arcata	Finance Director	\$6,715	\$8,164
City of Blue Lake	No Comparable Class	N/A	N/A
City of Crescent City	Director of Finance	\$6,326	\$7,932
City of Eureka	Finance Director	\$7,996	\$9,720
City of Ferndale	Treasurer	\$3,417	\$4,833
City of Fort Bragg	Director of Finance/City Treasurer	\$7,114	\$8,648
City of Fortuna	Finance Director	\$5,282	\$6,418
City of Rio Dell	Finance Director	\$5,623	\$5,965
City of Willits	Finance Director/City Treasurer	\$5,382	\$6,542
McKinleyville Community Services District	Finance Director	\$5,539	\$7,070
Base Salary Median			<b>\$7,501</b>
Base Salary Mean			<b>\$7,416</b>
Percentage Above or Below Median			<b>-26%</b>
Percentage Above or Below Mean			<b>-24%</b>

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January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM: Jim Strick, City Manager  
SUBJECT: Arrangement with departed Finance Director Stephanie Beauchaine for Interim Services

IT IS RECOMMENDED THAT THE CITY COUNCIL:

Receive and file this report

BACKGROUND AND DISCUSSION

As the City Council is aware, Finance Director Stephanie Beauchaine left City employment on December 20, 2013 to take a similar position with the City of Millbrae. She served in the Finance Director capacity since November 2006 and due to recent staff turnover is the only person with the knowledge and history to complete the following:

1. Make the final adjustments on financial statements needed to complete the 2012-13 Audit.
2. Prepare the final reimbursement requests, progress reports and project reconciliation for the just completed Wastewater Treatment Plant project.
3. Prepare the final report on the Administrative Civil Liability Complaint Compliance Project related the WWTF.
4. Prepare the final disbursement and project reconciliation for the Safe Route to Schools and the Wildwood Avenue Enhancement Project, and
5. Prepare of the monthly General Ledger Reconciliation through March 2014.

Stephanie has agreed to return to Rio Dell on a weekend in January, February and March to complete these tasks for the City. In addition, she has agreed to provide technical support and training by phone and on the 3 weekends to the City's recently promoted Accountant. Her offer to assist the City through the transition period while we recruit a new Finance Director, at the same time she assumes her new position with Millbrae is generous and exceptional.

What she has requested in return is that we compensate her at \$75/hr. as an extra help employee for the hours she works in Rio Dell on the 3 weekends mentioned above. Her one-way 5 hour travel time from her new residence to Rio Dell is not included in the compensation. She has



asked for mileage reimbursement at the IRS rate, the usual City per/diem for the weekends worked and reimbursement for lodging. The attached estimates related to the interim work plan were prepared by Ms. Beauchaine.

The estimated cost for 45 hours of her time in Rio Dell at City Hall and reimbursement for travel expenses is \$5,107. Assuming that it takes 4 months to fill the Finance Director's position, the project salary and benefit savings that will be realized by the City is estimated at \$32,000.

This interim arrangement does not require City Council approval. It is recommended that the City Council receive and file this report.

### **Interim/Consulting Finance Director Work Program**

I will make one weekend trip per month in January, February, and March as necessary to complete the following projects. Tentatively, we have scheduled 1/18 – 1/20, 2/15 – 2/17, and 3/22 – 3/23. These dates are subject to change based on work progress and schedule coordination. I will also be available to log into the system to assist the Accountant and other staff as necessary.

1. Audit-5 hrs
  - a. Review the Financial Statements, assist with final adjustments, MD&A wording, and preparation for final presentation to the council
  - b. Will certify the OMB Circular A-133
  - c. Will forward the Final Financials to all agencies currently requiring copies
    - i. Debt Service Agencies
    - ii. SCO; etc.
2. Wastewater Treatment Plant Project (WWTP) Completion- 15 hrs
  - a. DBA Reporting to the State Due January 31, 2014
  - b. Final Reimbursement Request to the State Due by April 30, 2014
  - c. Final Progress Report April 30, 2013
  - d. Project Reconciliation, Final Financial Accounting , and recommendation for transfer of funds between Capital and Debt Service Accounts
  - e. Organize and Box files for audit/storage
  - f. Other tasks as necessary to complete the administrative closure
3. Administrative Civil Liability Complaint Compliance Project (ACL) – 5 hrs
  - a. Detailed list of expenditures March 31, 2014
  - b. Final Progress Report March 31, 2014
  - c. Other tasks as necessary to complete the administrative closure
4. Safe Routes to School – 4 hrs
  - a. Final Disbursement Request (NOC filed 10/31/2013)
  - b. Project Reconciliation and Final Recommendation on Funds Transfer if Necessary
5. Wildwood TE Project-4hrs
  - a. Final Disbursement Request
  - b. Project Reconciliation and Final Recommendation on Funds Transfer if Necessary
6. Monthly GL Reconciliation – 4 hrs or as needed
  - a. Will continue to work with Accountant on GL Reconciliation including, troubleshooting, review, and sign off
  - b. Journal Entry review, Financial Statement Review, Budget Review, with Accountant

7. Provide general technical support to staff, and consultants to assist in the transition – As needed
8. Provide Recruitment Assistance as requested – as needed
  - a. Calopps.org
  - b. CSMFO (California Society of Governmental Finance Officers) - Must be a member to post open positions. As a current member I will post the position if requested.
  - c. Paul Rodriguez Director of Finance City of Eureka is a good resource and sounding board!

The Interim/Consulting Finance Director will remain on Payroll during the duration of the contract and will be paid an hourly rate of \$???. Workers Compensation and professional Insurances will be paid for by the City. No benefits will be provided. A detailed time sheet will be submitted to the City to be paid on regularly scheduled pay periods. The Interim/Consulting Finance Director will retain the City issued Lap top to assist with completion of the approved work plan. It will be returned when interim services are complete.

Travel expenses will be reimbursed by the City including mileage, per diem, and lodging, upon submission of a detailed expenditure report.

#### Estimated Cost

Estimated Total Hours 45 = \$3,375

#### January

Mileage  $546.54 \times .565 = \$308.80/2 = \$154.40$

Lodging Fri- Sun = \$225

Per Diem 3 days = \$135

Total = \$514.40

#### February

Mileage  $546.54 = \$308.80$

Lodging Fri- Sun = \$225

Per Diem 3 days = \$135

Total = \$668.80

March

Mileage 546.54 = \$308.80

Lodging Fri- Sat = \$150

Per Diem 2 days = \$90


Total = \$548.80

**Estimated Grand Total \$5,107.00**

*Rio Dell City hall  
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January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM:  Jim Stretch, City Manager  
SUBJECT: City Manager Salary for Recruitment

IT IS RECOMMENDED THAT THE CITY COUNCIL:

Receive and file this report

BACKGROUND AND DISCUSSION

In anticipation of the City Manager recruitment, Cooperative Personnel Services (CPS) was asked to review the salary of the City Manager with comparable agencies in order to know if the advertised salary for position was competitive. We already know that for certain career candidates that are members of the CalPERS system that the fact that the City is not a member puts Rio Dell at a disadvantage and will likely not attract those candidates. In any event, the CPS survey (attached) only collected salary information at this time to help us determine the salary range we might want to use in advertising the position.

The survey data for 9 comparable agencies used by CPS indicates that the Rio Dell City Manager position at the top step of the range is 2.4% below the median and 2.2% below the mean. However, the Ferndale position is 35% below the median (\$6,250 vs. \$9,677) and could be argued to be not comparable. Without Ferndale the percentage below the median for the position is 9.2% and the percentage below the median is 7%.

It is recommended for recruitment purposes that the salary not be adjusted at this time as the survey numbers suggest, and that the recruitment brochure simply state the present salary range is \$106,875 to \$113,384, with the note that a total compensation survey for the position is presently under review. That information should be complete by CPS and available to the Council for negotiation purposes before the recruitment process is finalized.

It is recommended that the City Council receive and file this report.

**City Manager**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
City of Arcata	City Manager	\$11,000.00	\$11,000.00
City of Blue Lake	City Manager	\$7,559.58	\$7,559.58
City of Crescent City	City Manager	\$7,875.00	\$10,062.50
City of Eureka	City Manager	\$13,083.00	\$13,083.00
City of Ferndale	City Manager	\$6,250.00	\$6,250.00
City of Fort Bragg	City Manager	\$11,620.17	\$11,620.17
City of Fortuna	City Manager	\$8,916.67	\$8,916.67
City of Rio Dell	City Manager	\$8,906.00	\$9,449.00
City of Willits	City Manager	\$8,750.00	\$8,750.00
McKinleyville Community Services District	General Manager	\$9,677.17	\$9,677.17

Base Salary Median	\$9,677
Base Salary Mean	\$9,658
Percentage Above or Below Median	-2.4%
Percentage Above or Below Mean	-2.2%

City of Rio Dell

... the City of Ferndale, the actual City Manager's salary is \$5,000/month with a 32 hour/week schedule.

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January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM: Jim Stretch, City Manager  
SUBJECT: Audit Results for 2012 & 2013 Transportation Fund

IT IS RECOMMENDED THAT THE CITY COUNCIL:

Receive and file the Report on Audit of the Transportation Fund for the year ended June 30, 2012 and June 30, 2013.

BACKGROUND AND DISCUSSION

Periodically the Humboldt County Association of Governments (HCOG) audits the financial statements of public agencies that receive Transportation Funds through HCOG, basically to determine that the monies were properly accounted for and spent in accordance with Transportation Development Act (TDA) guidelines. Though the audit is dated 10-2-13, it was received after the Council's last meeting on 12-17-13.

Cities and Counties are required to meet the transportation needs of their communities with TDA funds. Once those needs are determined by the governing board of the agency to have been met, the balance of the funds (if any) may be allocated for the maintenance of the agency's street system.

Page 4 of 6 of the financial statements indicates that in 2011-2012 the City received \$200,562 and spent \$30,229 for Transit operations, \$6,500 was allocated for transportation related to the Adult Day Care Program and the balance of \$163,833 was spent for street projects. There was a fund balance forward to 2012-13 in the amount of \$10,379.

The financial statement for 2012-13 provides that expenditures totaled \$115,559, with \$33,252 for Transit operations, \$6,500 for Adult Day Health Care transportation and \$75,807 for street repairs. The year ended with a negative fund balance of \$3,683 to be covered by Transportation Funds monies in 2013-14.

The audit has found that the funds have been used for the intended purpose and are accounted for. Therefore, it is recommended that the Council receive and file this report.

**CITY OF RIO DELL**

**REPORT ON AUDIT OF THE TRANSPORTATION FUND**

For the Year Ended June 30, 2013



**CITY OF RIO DELL**

**TABLE OF CONTENTS**

June 30, 2013

	<b>PAGE</b>
Independent Auditors' Report	1 - 2
Comparative Balance Sheet - Recorded in the Transportation Fund	3
Statement of Revenues, Expenditures and Changes in Fund Balance - Recorded in the Transportation Fund	4
Notes to Financial Statements	5 - 6



## ANDERSON, LUCAS, SOMERVILLE & BORGES, LLP

### CERTIFIED PUBLIC ACCOUNTANTS

ART STEWART (1945-1964)  
RICHARD RODRIGUE (1959-1965)  
DAVID J. SOMERVILLE (1971-1982)  
DONALD L. HARRIS (1972-1994)  
EUGENE B. LUCAS (1950-2012)

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THOMAS M. ANDERSON, C.F.A.

### INDEPENDENT AUDITORS' REPORT

Board of Directors  
Humboldt County Association  
of Governments  
611 I Street, Suite B  
Eureka, CA 95501

We have audited the accompanying financial statements of the Transportation Fund of the City of Rio Dell as of and for the years ended June 30, 2013 and 2012, and the related notes to the financial statements, as listed in the table of contents.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate

in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### **Basis for Adverse Opinion**

As discussed in Note 1, the financial statements present only the Transportation Fund of the City of Rio Dell. Accounting principles generally accepted in the United States of America require that the City of Rio Dell's financial statements present the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the City of Rio Dell.

#### **Adverse Opinion**

In our opinion, because of the significance of the matter discussed in the "Basis of Adverse Opinion" paragraph, the financial statements referred to above do not present fairly, the financial position of the City of Rio Dell as of June 30, 2013 and 2012, or the changes in financial position or cash flows thereof for the year then ended.

#### **Unmodified Opinion**

In our opinion, except as discussed in the preceding paragraph, the financial statements referred to above present fairly, in all material respects, the financial position of the Transportation Fund of the City of Rio Dell as of June 30, 2013 and 2012, and the changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Our audit was also made for the purposes of determining compliance with the Transportation Development Act Sections 99234, 99400 (a), and 99260.7, the California Administrative Code and the rules and regulations of the Humboldt County Association of Governments. In our audit we performed to the extent applicable, the tasks contained in Sections 6666 and 6667 of the California Administrative Code.

In our opinion, the funds described above were expended in conformance with applicable laws, rules, and regulations of the Transportation Development Act and the allocation instructions of the Humboldt County Association of Governments.

*Anderson, Lucas, Somerville, & Borges*

October 2, 2013  
Fortuna, California

## CITY OF RIO DELL

TRANSPORTATION DEVELOPMENT ACT FUNDS  
COMPARATIVE BALANCE SHEETPertaining to Sections 99260(a), 99400(a) and 99400(c)  
of the Public Utilities Code

June 30, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<b>ASSETS</b>		
Cash		
Other receivables	\$(105,190)	\$ 10,123
TDA funds receivable	855	2,389
Prepaid expenses	101,440	0
	<u>521</u>	<u>563</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>(2,374)</u></b>	<b>\$ <u>13,075</u></b>
 <b>LIABILITIES AND FUND BALANCE</b>		
Liabilities:		
Accounts payable	\$ 1,309	\$ 2,696
Accrued wages	<u>0</u>	<u>0</u>
Total Liabilities	<u>\$ 1,309</u>	<u>\$ 2,696</u>
Fund Balance (Deficit):		
Restricted:		
ADHC Program	\$ 0	\$ 0
TDA Programs (Note 10)	<u>(3,683)</u>	<u>10,379</u>
Total Fund Balance (Deficit)	<u>\$ (3,683)</u>	<u>\$ 10,379</u>
<b>TOTAL LIABILITIES AND FUND BALANCE (DEFICIT)</b>	<b>\$ <u>(2,374)</u></b>	<b>\$ <u>13,075</u></b>

See accompanying notes to financial statements.

CITY OF RIO DELL

TRANSPORTATION DEVELOPMENT ACT FUNDS  
STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCE

Pertaining to Sections 99260(a), 99400(a) and 99400(c)  
of the Public Utilities Code

For the Year Ended June 30, 2013

With Comparative Amounts for the Year Ended June 30, 2012

	<u>2013</u>		
	<u>Budget</u>	<u>2013 Actual</u>	<u>Variance Favorable (Unfavorable)</u>
			<u>2012 Actual</u>
<b>REVENUES</b>			
Intergovernmental:			
TDA revenues	\$ 63,271	\$ 61,688	\$ (1,583)
HTA assessment	30,229	33,252	3,023
ADHC claim	6,500	6,500	0
Interest	15	0	(15)
Other income	<u>0</u>	<u>57</u>	<u>57</u>
<u>Total</u>	\$ <u>100,015</u>	\$ <u>101,497</u>	\$ <u>1,482</u>
			\$ <u>102,800</u>
<b>EXPENDITURES</b>			
HTA assessment	\$ 30,404	\$ 33,252	\$ (2,848)
ADHC program	6,500	6,500	0
Street projects	62,235	59,688	2,547
Capital outlay	<u>21,144</u>	<u>16,119</u>	<u>5,025</u>
<u>Total</u>	\$ <u>120,283</u>	\$ <u>115,559</u>	\$ <u>4,724</u>
			\$ <u>200,562</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	\$ (20,268)	\$ (14,062)	\$ 6,206
			\$ 2,519
<b>FUND BALANCE - BEGINNING OF YEAR</b>	10,379	10,379	0
			7,860
<b>PRIOR PERIOD ADJUSTMENT</b>	<u>0</u>	<u>0</u>	<u>0</u>
			<u>0</u>
<b>FUND BALANCE (DEFICIT) - END OF YEAR (Note 10)</b>	\$ <u>(9,889)</u>	\$ <u>(3,683)</u>	\$ <u>6,206</u>
			\$ <u>10,379</u>

See accompanying notes to financial statements.

**CITY OF RIO DELL**

**NOTES TO FINANCIAL STATEMENTS**

For the Year Ended June 30, 2013

**NOTE 1 - REPORTING ENTITY:**

These financial statements consist only of the Transportation Fund of the City of Rio Dell. This governmental-type Special Revenue Fund accounts for various transit and street-related activities provided by the City and is financed with Transportation Development Act monies.

**NOTE 2 - BASIS OF ACCOUNTING:**

The Transportation Fund of the City of Rio Dell is accounted for using the modified accrual basis of accounting whereby revenues are recognized when they become both measurable and available to finance expenditures of the current period and expenditures are generally recognized when the related fund liabilities are incurred.

**NOTE 3 - DESCRIPTION OF SERVICES:**

Under Sections 99260(a), 99400(a) and 99400(c) of the Transportation Development Act, the City of Rio Dell claims and expends funds in order to provide the following services and programs:

1. Participation and support of the Redwood Transit System, which provides fixed-route transit service to the City's residents;
2. An ongoing road maintenance and repair program which is partially funded with TDA monies;
3. Participation and support of the Adult Day Health Care Program transit operations, which provides demand responsive services to elderly and handicapped residents of the City (see Note 5)

**NOTE 4 - STREET FUND EXPENDITURES:**

For the years ended June 30, 2013 and 2012, in addition to the directly charged transit costs, expenditures were allocated to the TDA fund as part of an overall City expenditure allocation analysis. Overall street expenditures were allocated based on specific percentages developed by the City. The street expenditures were tested in total and all amounts charged to the TDA fund were found to be qualified street and road expenditures.

CITY OF RIO DELL

NOTES TO FINANCIAL STATEMENTS

For the Year Ended June 30, 2013

**NOTE 5 - ADULT DAY HEALTH CARE PROGRAM:**

During the year ended June 30, 2013, the City of Rio Dell expended \$6,500 for transit costs related to the Adult Day Health Care Program. This matched the contract amount of \$6,500 per year for the year ended June 30, 2013. These funds are claimed under Article 8, Section 99400(c), and the City received \$6,500 in funds for this purpose during the 2012-13 fiscal year.

**NOTE 6 - CONTRACTS WITH TRANSIT OPERATORS:**

The City claims monies under Section 99400(c) of the Transportation Development Act. This section requires that the City have a contract with any entity providing transportation services to the City.

For the years ended June 30, 2013 and 2012, the City did obtain a formal contract agreement with the Adult Day Health Care, and was therefore in compliance with Section 99400(c) of the Transportation Development Act.

**NOTE 7 - REQUIRED ANNUAL REPORT TO STATE CONTROLLER:**

Section 99406 of the Public Utilities Code requires that entities file an annual report of expenditures of monies received for street and highway purposes with the State Controller's Office by the annual filing deadline for each fiscal year.

The annual report for the year ended June 30, 2013 was filed prior to the State Controller's office filing deadline.

**NOTE 8 - USE OF ESTIMATES:**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**NOTE 9 - INTEREST INCOME APPORTIONMENT:**

The City follows the practice of apportioning interest income amongst each respective fund as part of a quarterly journal entry. An appropriate amount of interest income was apportioned to the Transportation Fund for the year ended June 30, 2013 and 2012.

**NOTE 10- FUND DEFICIT:**


As of June 30, 2013, the Transportation Fund of the City of Rio Dell was reporting a deficit Fund Balance of \$3,683. During the current 2013-14 year, the City is claiming and receiving approximately \$14,000 of TDA funds in excess of their budgeted TDA expenditures in order to cover this fund deficit.

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675 Wildwood Avenue  
Rio Dell, Ca 95562  
(707) 764-3532



**CITY OF RIO DELL  
STAFF REPORT  
CITY COUNCIL AGENDA  
December 17, 2013**

TO: Mayor and Members of the City Council  
THROUGH:  Jim Stretch, City Manager  
FROM: Rick Chicora, Wastewater Superintendent  
DATE: January 7, 2014  
SUBJECT: **Bio Solids Giveaway Program**

**RECOMMENDATIONS**

Continue the discussion on this topic to January 21, 2014.

**BACKGROUND AND DISCUSSION**

The City Council received the attached staff report on December 17, 2013 that included the recommendation to: "Authorize the giveaway of the wastewater plant's Exceptional Quality Class A Bio Solids to City residents as first priority, and to other county residents as a second priority if required to dispose of excess biosolids product." The motion failed to pass, at which time the Council asked that additional information be developed for reconsideration at the next meeting.

The Wastewater Superintendent is still researching the topic and hopes that the Water Quality Control Board staff can add to our knowledge base, but they have been away during the holidays. Accordingly, it is recommended that the Council continue the discussion on the giveaway of the wastewater system's Class "A" biosolids to City residents, or other county residents, until the meeting of January 21, 2014.



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675 Wildwood Avenue  
Rio Dell, Ca 95562  
(707) 764-3532



**CITY OF RIO DELL  
STAFF REPORT  
CITY COUNCIL AGENDA  
December 17, 2013**

**TO:** Mayor and Members of the City Council

**THROUGH:** Jim Stretch, City Manager

**FROM:** Rick Chicora, Wastewater Superintendent

**DATE:** December 17, 2013

**SUBJECT:** **Bio Solids Giveaway Program**

**RECOMMENDATIONS**

Authorize the giveaway of the wastewater plant's Exceptional Quality Class A Bio Solids to City residents as first priority, and to other county residents as a second priority if required to dispose of excess biosolids product.

**BACKGROUND AND DISCUSSION**

As the Council may recall, the City entered into an agreement with Hank Brenard Environmental to purchase our biosolids for \$40.00 a ton. After a number of attempts to reach him failed, we contacted several landscaping businesses, but could not find a market for our product. During this period, the biosolids product has been accumulating and now has become a burden. We would like the Council's permission to go in a different direction.

After exploring different ideas with other plant operators in the area, it is proposed that the City establish a program similar to Fortuna's whereby we offer our Class A biosolids to City residents free, with proof of residency, on a first come first serve basis. If we get to a point where the demand for the product is less than our production, then the program would be expanded to Humboldt County residents outside of the City.

Staff proposes to advertise these giveaways on the City's website and will post the event around the community. If that doesn't produce satisfactory results, we can advertise in the Humboldt Beacon. Each person that comes to the plant at the Corporation Yard to receive the biosolids would be required to sign the attached hold harmless (release of liability) agreement, and supply a tarp to cover the material during transport.

Since the plant only produces about 2 yards of biosolids a week, these free events would generally occur every few months. The free biosolids events will occur during the normal work week at the Corporation Yard, so no additional staff cost will occur.

#### **BUDGETARY IMPACT**

No revenue from the sale of biosolids was anticipated in the 2013-14 budget and no extra salaries are to be paid to administer the program. Thus, there is no financial impact from the program. However, there would be a budget impact if we have to pay to dispose of the material.

#### **ATTACHMENTS:**

1. Hold Harmless Agreement
2. Newspaper Ad if required

## HOLD HARMLESS, INDEMNIFICATION, AND RELEASE AGREEMENT

This Agreement is executed on this \_\_\_\_\_ day of \_\_\_\_\_, 2013, by and between the City of Rio Dell, a municipal corporation of the State of California, hereinafter called CITY, and \_\_\_\_\_, herein called RELEASOR.

### WITNESSETH

WHEREAS, City produces biosolids from its wastewater treatment facility, which solids are regulated by the California EPA (Cal EPA) and the North Coast Regional Water Quality Control Board (NCRWQCB); and

WHEREAS, said biosolids meet the "Class A, Exceptional Quality" criteria of the Cal EPA 503 Regulations, with regards to concentrations of regulated metals, pathogen reduction, and vector attractions reduction; and

WHEREAS, Releasor desires to receive from City said biosolids for their personal application, and

WHEREAS, City is requiring Releasor to enter into this Hold Harmless, Indemnification, and Release Agreement for the receipt of said biosolids as specified herein;

Now, THEREFORE, it is MUTUALLY AGREED as follows:

Releasor, their successors and assigns, in consideration of City agreeing to give free of charges Releasor biosolids, agrees to indemnify, release, hold harmless and to defend the City, its officers, officials, employees and agents from and against any and all claims for damages, losses and expenses, including attorney fees arising out of Releasor's use of biosolids described herein, which may be made by reason of death, personal injury or damage to property sustained by any person, firm, or corporation, arising directly or indirectly from or in connection with claims related to possession or use of biosolids..

I agree, for myself, my successors and assigns, to indemnify, release, hold harmless and to defend the City, its officers, officials, employees, and agents from and against any and all claims for damages, losses, and expenses including attorney fees arising out of the application of biosolids to my land, which may be made by reason of death, personal injury, or damage to property sustained by any person, firm, or corporation, arising directly or indirectly from or in connection with claims related to the possession or application of biosolids to my land.

This release is intended to discharge the City, its officers, officials, and employees from and against any and all liability arising out of or connected in any way with the application of biosolids to my land, even though that liability may arise out of negligence or carelessness on the part of the City of its officials, officers, employees or agents.

In witness whereof, the parties hereto have caused this Agreement to be executed the day and year first above written.

**Signed:**

**Dated:**

\_\_\_\_\_  
Wastewater Superintendent  
City of Rio Dell

\_\_\_\_\_  
Releasor Signature

**Print Name and Address:**

Name: \_\_\_\_\_ Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_ Phone: \_\_\_\_\_

Address where biosolids product will be applied as soil amendment \_\_\_\_\_

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675 Wildwood Avenue  
Rio Dell, CA 95562  
(707) 764-3532



To: Karen Dunham, City Clerk

From: Rick Chicora, Wastewater Superintendent

Date: 12/10/13

Subject: Ad for Rio Dell Bio Solids Giveaway

Could you please arrange to have this ad appear in the Humboldt Beacon.

The City of Rio Dell will be hosting a week long give away of biosolids for Rio Dell residents only on Monday January 6<sup>th</sup> thru 10<sup>th</sup> or until the supply is gone. The availability of the biosolids product will be on a first come first serve basis and quantities per trip, parcel or residence may be limited by the City.

This Exceptional Quality Class A Biosolids is intended for the beneficial reuse as a soil amendment at a place of residence and may not be sold or applied on a property other than the property identified in the release of liability. Loading hours will be 9:00 am to 3:30 pm each day at the Rio Dell Wastewater Treatment Plant which is located at 475 Hilltop Drive, Rio Dell, CA.


All persons that appear to receive a load of biosolids must sign a "hold harmless" release of liability and provide proof of residency if it is a City only noticed event. Drivers must have tarps for covering the material while transporting from the facility. More information is available by calling 764-5754.



*Rio Dell City hall  
675 Wildwood Avenue  
Rio Dell, CA 95562  
(707) 764-3532  
riodellcity.com*



January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM:  Jim Stretch, City Manager  
SUBJECT: Status Report on Wastewater Rate Study

IT IS RECOMMENDED THAT THE CITY COUNCIL:

Receive and file this report

BACKGROUND AND DISCUSSION

SPECIAL NOTE

This is a status report prepared for the Council information and is not advertised or intended to reopen the policy issues debated and settled by the Council over the last 7 months.

THE FULL HISTORY

As the Council may recall, an agreement with Bartle Wells Associates (BWA) was approved on November 20, 2012 to conduct a wastewater rate study to focus on the equitability between various classes of customers and to develop-volume based wastewater rates.

On January 3, 2013 the Council approved an amendment to the BWA agreement to also include the review for updating the wastewater connection fee that had not been revised in 26 years.

Bartle Wells Associates produced a draft report for review on May 1, 2013, received by the Council on the agenda of June 18, 2013. The Council approved on a 5-0 vote to proceed with Option 1, which was to allocate 70% of wastewater cost to the fixed charges and 30% of the cost based on volume. Staff was requested to develop additional information based on questions asked by the Council. The Council's motion included the directive to proceed with the recommended fee of \$5,220 for new connections to the system.

On August 6, 2013 the City Council received answers to their questions and a lengthy discussion ensued. Additional questions were raised and the Council asked that BWA return for another study session and that the wastewater connection fee be separated from the Proposition 218

process for the wastewater rate issue. From the discussion it was apparent that the Council was split on implementing the recommended wastewater rate study.

On September 3, 2013 the City Manager placed an item on the agenda, asking the Council if it wished to refocus its instruction to the Consultant's for the study methodology. A majority of the City Council felt that the study parameters should not be changed.

Also on September 3, 2013, after learning that connection fees are not subject to the Proposition 218 process, a noticed public hearing was held for the introduction and first reading of Ordinance 307-2013 to increase the wastewater connection fee from \$950 to \$5,220 as recommended by BWA, based on wastewater system replacement costs, less depreciation.

On September 17, 2013 Doug Dove of BWA made a power point presentation of the study recommendations and addressed each question that was submitted prior to the meeting and many others that developed during the 1 hour discussion. In the end, a majority of the Council was satisfied with the recommendations and asked staff to identify the key points of the session, which was done via email on September 19, 2013 (attached).

Also on September 17, 2013 the City Council conducted the second reading and public hearing on Ordinance 307-2013. Receiving no opposition, the Ordinance was adopted to become effective on October 17, 2013.

The next steps required to move the implementation of the wastewater rate study forward was to critically review the pertinent Rio Dell Municipal Code sections for amendment in order to implement the recommendation of the BWA study and the key points agreed to by the Council. Then with Council approval of the draft language, the Proposition 218 public hearing process would be advertised and conducted. However, due to substantial staff turnover in the Finance Department and the press of business related to audits, grant program management and mid-year reports, the draft language needed to implement the wastewater rate study became less of a priority. Then, the Director of Finance announced that she had accepted a similar position with the City of Millbrae and would be leaving December 20, 2013.

On December 17, 2013 the City Council approved an amendment to the agreement with Bartle Wells Associates (attached) to finalize the study, prepare revisions to the City Municipal Code as required to implement the study and to prepare the Proposition 218 notice and to attend the public hearing.

#### STATUS OF PROJECT

The status of the project at this time is that BWA intends to have the draft language for the Code amendments prepared for the meeting of January 21, or February 4, 2014. The Proposition 218 notices will also be prepared and submitted to the City Attorney for his approval as to legal form.

It is recommended that this status report be received and filed by the Council.

## Stephanie Beauchaine

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**From:** Doug Dove [ddove@bartlewells.com]  
**Sent:** Thursday, September 19, 2013 11:18 AM  
**To:** 'Stephanie Beauchaine'; 'Jim Stretch'  
**Cc:** Alison Lechowicz  
**Subject:** Key Points from Workshop for Developing Final Rate Recommendations

Stephanie and Jim,

Here are the key points I came away with after Tuesday's Council workshop.

1. Use the 70%/30% fixed/volumetric rate alternative (I did not detect any objection to this)
2. Use 3 month winter water use average to estimate residential wastewater flow (Dec, Jan, Feb)
3. Use a cap of 15 hcf for volumetric charge (use of a cap is very common and reflects the limitations of estimating wastewater flow from water consumption records)
4. Allow an adjustment process for customers that have "legitimate" leaks
5. New residential accounts will be billed based on the city-wide residential average until a usage history is established
6. New commercial accounts at existing locations will be billed based on prior business's water consumption unless the new business is significantly different than the old
7. For brand new commercial businesses, city engineer will estimate flows and strengths for initial billings until a usage history is established.
8. Wastewater customers will be placed into four standard strength classifications (low, domestic, medium and high)
9. For unusual customers such as a brand new industrial business with unique flows and loadings, provide the option to have the city engineer estimate the wastewater flows and loadings on a case by case basis
10. Residential bills can be held in the tenant's name (with property owner consent) but the property owner is ultimately liable for any unpaid bills.

Let me know if I've misunderstood or missed anything from the workshop. Ultimately, I would like to prepare a revised rate study report incorporating the input received at the workshop. I'm envisioning a rate adoption process in the spring based on the average winter water use of Dec 13 – Feb 14.

Regards,

Doug

Douglas R. Dove, President  
Bartle Wells Associates  
1889 Alcatraz Ave  
Berkeley, CA 94703  
T (510) 653-3399 Ext. 110  
[www.bartlewells.com](http://www.bartlewells.com)





**BARTLE WELLS ASSOCIATES**  
INDEPENDENT PUBLIC FINANCE ADVISORS

1889 Alcatraz Avenue  
Berkeley, CA 94703  
T: 510-653-3399  
[www.bartlewells.com](http://www.bartlewells.com)

December 9, 2013

Stephanie Beauchaine, Finance Director  
675 Wildwood Avenue  
Rio Dell, CA 95562

Re: City of Rio Dell Wastewater Rate and Capacity Fee Study

Dear Stephanie:

According to Bartle Wells Associates' billing records, we have exceeded the total fee of \$26,750, but we have not completed the Wastewater Rate and Capacity Fee Study. The rate study has taken longer than what was contemplated in BWA's proposal and there was more financial analysis than originally estimated. There are several remaining tasks that City Staff has requested that Bartle Wells Associates complete in order to finalize the rate study.

- 1) Finalize the Wastewater Rate and Capacity Fee Study Report
- 2) Prepare revisions to City resolutions, ordinances, and municipal code related to sewer service charges and capacity fee
- 3) Prepare the Proposition 218 notice
- 4) Attend the Proposition 218 hearing

BWA's fee to complete these tasks is \$4,500. Our fee assumes that the City will be responsible for postage and mailing of the Proposition 218 hearing notices. We look forward to completing the rate study and working with City Staff.

Very truly yours,


BARTLE WELLS ASSOCIATES

Doug Dove, CIPFA  
Principal

*Rio Dell City hall  
675 Wildwood Avenue  
Rio Dell, CA 95562  
(707) 764-3532  
riodellcity.com*



January 7, 2014

TO: Honorable Mayor and City Council Members  
FROM: Jim  Stretch, City Manager  
SUBJECT: Contract with Avery Associates for City Manager Recruitment

IT IS RECOMMENDED THAT THE CITY COUNCIL:

1. Approve a \$16,900 professional services agreement with Avery Associates for City Manager recruitment with out-of-pocket expenses not to exceed \$7,500; total cost not to exceed \$24,400.

BACKGROUND AND DISCUSSION

The City has received proposals from (2) Executive Recruiters to handle the recruitment of the new Rio Dell City Manager. The proposals are from Avery Associates out of Los Gatos and CPS HR Consulting based in Sacramento. Both firms are capable of providing excellent services for the City as noted in their attached proposals. Their approach and time line for the recruitment is quite similar and so is their price at \$24,400 and \$24,000 respectively.

The most notable difference between the firms is the number of City Manager recruitments either recently conducted or presently underway in California. CPS-HR lists 13 executive recruitments over the last 2-3 years with 6 occurring in Arizona and Nevada and 7 being city and county managers. Avery Associates have 6 City Manager recruitments presently underway; just completed 3 others and handled a total of 15 City Manager searches in California over the last 2 years.

Avery Associates appears to have the edge over CPS-HR in that they have more recent City Manager recruitments in California and therefore have a more current and active data base of potential City Manager candidates to utilize in our search.

It is recommended that the City contract with Avery Associates to conduct the recruitment for Rio Dell's new City Manager.

December 5, 2013

Jim Stretch, City Manager  
City of Rio Dell  
675 Wildwood Ave.  
Rio Dell, CA 95562

Dear Mr. Stretch:

We are pleased to submit our proposal for the recruitment of the new City Manager for the City of Rio Dell. We take great pride in providing our clients exceptional service and excellent results. These successful client partnerships result from an active and comprehensive level of Principal involvement leading to positive business relationships and highly satisfied clients.

We feel well suited to support your recruitment needs in this assignment. Our firm has extensive experience in City Manager recruitments. Currently, we are at various stages of City Manager searches for the cities of South San Francisco, San Mateo, Sunnyvale, Monterey, Lynwood and Hollister and have recently completed City Manager assignments for the cities of Pacifica and Emeryville, and the County Executive Officer for the County of Santa Barbara. During the past 24 months we have also completed City Manager recruitments for the cities of Chico, Los Altos, Riverbank, Menlo Park, Dixon and Greenfield. As a result of these assignments, we have a current and active database of City Manager candidates that would be utilized in this search.

Our extensive database of executives in municipal government provides an excellent foundation for the outreach efforts we describe in our proposal. We've also had extensive interaction with City Councils, City Managers and Assistant City Managers based on our labor relations practice. All of these contacts would be an excellent resource in support of this recruitment.

Following review of our proposal, it is our hope that our history of successful recruitments, our professionalism, and positive results we have delivered for our clients will provide the basis for selection of our firm. The enclosed proposal contains the following information:

- Company Overview
- Firm Qualifications/Experience
- Recruitment Team
- Recruitment Strategy
- References
- \* Recruitment Schedule

William Avery & Associates, Inc.  
Consultants to Management

3-1/2 N. Santa Cruz Ave., Suite A  
Los Gatos, CA 95030  
408.399.4424  
Fax: 408.399.4423  
[www.averyassoc.net](http://www.averyassoc.net)

- Consulting Fee
- Guarantees & Ethics
- Profiles

Thank you for the opportunity to be considered for this recruitment. If you have any questions, please do not hesitate to call me at 408-399-4424.

Sincerely,

Paul Kimura

PK:jmc



## PROPOSAL FOR THE CITY OF RIO DELL RECRUITMENT FOR THE CITY MANAGER

### William Avery & Associates, Inc. – Overview

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads the firm. He oversees the Labor Relations practice and also leads key searches. Paul Kimura is the Principal who oversees the Executive Search and Recruitment practice. Key staff members include Ann Slate, who supports the search practice and the firm's administrative staff includes Anne Matteini, the Finance/Contracts Administrator, and Jackie Collins and Jessica Towner. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Collectively and combined, the firms Principals offer exceptional expertise in the area of public sector recruitment and consulting. Their professional profiles are enclosed as part of this proposal.

### Firm Qualifications/Experience – What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques, which we describe in our recruitment plan. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.



## Recruitment Strategy and Services Provided

### I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Kimura will meet with the key decision makers to discuss the organizational needs and position requirements and to formalize the job description.

In this assignment we would anticipate Mr. Kimura having individual meetings with the City Council and with key staff members to solicit their views on the ideal candidate. If desired, the team would also meet with community groups and key stakeholders identified by the City. Community/stakeholder input can occur in several ways. Most of our clients utilize either one or a combination of the following approaches: (1) Creation of an online survey that is accessible to the public through the City's website; (2) Convening a community meeting to solicit input on the ideal qualifications and attributes for the city manager; (3) Council identifies representatives from the community who would then be contacted and "interviewed" by the consulting firm; or (4) Creation of a link from the City's website to an Avery email box for forwarding direct input.

Our goal for this aspect of the recruitment process is to:

- Understand the City priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

The formal position description and a subsequent ideal candidate profile would be developed from the above discussions and incorporated into the formal position announcement. The candidate profile is also utilized in various other means as a marketing tool, for advertising copy, postings, and for other announcements.

### II. Development of the Search Strategy

Our search strategy will be developed in conjunction with the organizational assessment. The final approach is based on your input and considerations during the assessment activity. For this assignment, we feel it is critical to develop a high level of visibility





with a comprehensive outreach program supplemented by a focused targeted recruitment approach. It is our experience that despite extensive mailing, postings and announcements, many qualified individuals will not know of a position being available. We would incorporate the following elements into this search:

- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area.
- Direct outreach and contact to various city managers and city/county executives who could be viable candidates for the position. This allows us to contact and market the position to potential candidates that are not actively seeking new opportunities. This aspect of outreach is essential to the success of the recruitment as many times, the successful candidate is not looking for another opportunity or is not aware the opportunity exists. Our role is to actively and aggressively, yet professionally, identify and contact individuals that meet the position specifications.
- To ensure we create as much visibility to the position as possible. This includes an extensive mailing campaign to current city managers in the state and where possible utilizing email blasts to city management membership. Additionally, we would utilize Internet posting on sites such as the ICMA, Western City and other appropriate online sites. We would also use print advertising the ICMA newsletter, Jobs Available and if turn around time allows for it, Western City magazine.

### III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to this position will initially be evaluated based on their resume and if appropriate, an extensive phone “screening” by a member of the project team. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Kimura. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences that relate to the position being considered. The philosophy here is that the best indicator of future performance is to evaluate past behavior. This methodology allows the firm to “project” how a candidate would approach and address the key challenges in the new position.

Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate’s “behavior” and style.



#### IV. Candidate Presentation

Upon completion of formal interviews, a selection of candidates for presentation is made. We feel our extensive qualification, interview, and reference interviewing process and the knowledge gained during our initial assessment period; enable our client to proceed with fewer rather than more finalists. However, we will not restrict or limit the number of candidates recommended as this decision is related to the overall strength and depth of the candidate pool.

The final candidates are presented in our extensive candidate presentation "book". Each finalist will have a file consisting of a candidate summary sheet, the submitted cover letter and resume, the Candidate Assessment Report (based on the "behavioral" interview), and two candidate reference interviews. This extensive profile on each recommended candidate continually generates positive feedback from our clients as it provides extensive detail beyond just a resume.

The Candidate book also identifies other candidates who were given secondary consideration, which provides the client insight on others who were interviewed. Candidate summary sheets are created for everyone who submitted a resume would also be included. This provides the client an insight to the level and nature of response for their position.

#### V. Selection Process

Once the final candidate interview group is identified, we will assist in the structuring of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues. Our firm will also develop potential interview questions and be in attendance during final interviews to help facilitate the process and to lead an end of day debrief and evaluation process.

Upon request, our firm will also arrange for summary background evaluations on the City's final one or two candidates. A copy of these confidential reports can be provided for you. The costs for these investigations are considered independent of the recruitment expenses listed below and will be invoiced separately.

#### VI. Position Closure and Follow-Up

Based on the firm's experience in human resource management and executive search, we are able to assist our clients in formulating appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months following the hired individual joining the City, we will speak with that individual to ensure the transition has effectively occurred. During the same period we will also review the individual's status with your office.





## References

- I. City of Culver City  
 Jeffrey Cooper, Mayor; 310.253.6041  
 Michael O'Leary, Council Member; 310.754.9787  
 John Nachbar, City Manager; 310.253.6000  
 Serena Wright, Personnel Director; 310.253.5640
- II. Town of Los Gatos  
 Joe Pirzynski, Council Member; 408.356.3024  
 Greg Larson, Town Manager; 408.354.6837
- III. City of Los Altos  
 Valerie Carpenter, Council Member; 650.941.0487

## Recruitment Schedule

Task	Scheduled Dates
<i>Search Initiation, Marketing &amp; Advertising Development:</i> <ul style="list-style-type: none"> <li>▪ <i>Initial meetings with City Council, staff, key stakeholders/community to define the ideal candidate profile</i></li> <li>▪ <i>Develop working draft of the recruitment brochure for approval by client</i></li> <li>▪ <i>Recruitment strategy finalized</i></li> <li>▪ <i>Determination of advertising scope and placement deadlines</i></li> <li>▪ <i>Brochure designed and printed</i></li> </ul>	<i>Weeks 1 - 4</i>
<i>Marketing, Advertisement and Outreach Period:</i> <i>Advertise in:</i> <ul style="list-style-type: none"> <li>▪ <i>Mailing to City Managers</i></li> <li>▪ <i>Jobs Available</i></li> <li>▪ <i>Western City</i></li> <li>▪ <i>ICMA newsletter and website</i></li> <li>▪ <i>City Management Internet advertising</i></li> </ul> <i>Preliminary candidate screening</i>	<i>Weeks 4 - 10</i>
<i>Candidate Review - Screening and Finalists Selection</i>	<i>Weeks 6 - 10</i>
<i>Development and finalization of Oral Board Interview process and interview questions</i>	<i>Weeks 11-13</i>
<i>Oral Board Interviews with City Council</i>	<i>Week 14</i>
<i>Department Head/Finance Staff/Council and/or Community representative interviews with finalists (if desired)</i>	<i>Week 14-15</i>



Task	Scheduled Dates
<i>Final interviews and reference checks</i>	<i>Week 16</i>
<i>Appointment Offer/Acceptance</i>	<i>Week &gt;17</i>
<i>Report to Work Date</i>	<i>Week &gt;17</i>

## Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$16,900. If awarded the search, we would request an initial retainer of \$6,900 at the outset of the search. A second invoice of \$5,000 would be submitted upon the Clients acceptance of a finalist candidate group. The final balance of \$5,000 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing models ensures the firm will remain totally committed to the City throughout the duration of the search as the final invoice is not submitted until the City has an accepted candidate. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$7,500 without the express consent of the City. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis.

## Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

During our placement efforts, we openly share any relationships, previous experience and knowledge for any candidate we present for consideration. Our commitment and responsibility is to our clients and their best interests.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



## **Avery Profile**

### **William Avery**

William Avery founded his successful management consulting firm in 1981. He has directed William Avery & Associates in service as a Labor Relations and Executive Search consultancy, serving personally as a chief negotiator, trainer, and representative in grievance and disciplinary matters.

A specialist and widely recognized expert in employer-employee relations, he has served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service.

Bill has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CALPELRA, and other public sector organizations.

Building on his personal track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search. He added proven industry professionals with expertise in these areas. The result has been to create an exceptionally strong management consulting firm, now known as Avery Associates, with the expertise to provide the full range of services required for successful public or private sector executive search.

A key measure of the firm's success has been the many long-term relationships that he and his staff have established with clients.

Bill holds B.A. in Political Science and an MPA from San Jose State University, where he was graduated with highest honors.



## **Avery Profile**

### **Paul Kimura**

Paul Kimura brings a unique combination of recruitment and business experience to Avery clients.

Paul is involved in leading Avery's public sector professional searches. He has been both a corporate recruitment director and HR director for a number of high technology companies, ranging from Fortune 500 firms such as Novell and National Semiconductor to a Silicon Valley start-up. His proven recruitment and HR generalist skills help him bring forward the best available candidates and properly assess their skills and "fit" with client organizations.

Indeed, many of the recruitment strategies and tactics incorporated into the Avery search process are a direct result of Paul's extensive recruitment experience in the high technology industry.

Paul has been a successful HR consultant, guiding clients through all aspects of Human Resources functions — compensation & benefits, employee and management training, performance management, and termination issues.

He is skilled in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design. It's another service that Avery Associates is able to offer its clients because of the unique background of its principals — and Paul's extended skill set in Human Resources underscores the fact that Avery professionals "have been there" and understand your needs from a personal perspective.

Paul holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations and in the community, where he has worked with a number of education, youth service, civic, business, and cultural organizations.

"Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community."



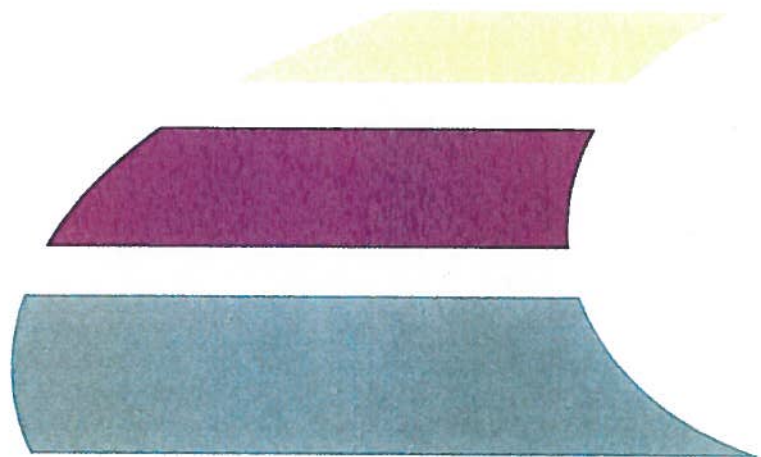
## City of Rio Dell

### Executive Recruitment for City Manager

December 6, 2013

SUBMITTED BY:  
LINDA KEGERREIS  
*Chief Workforce Officer*

CPS HR Consulting  
241 Lathrop Way  
Sacramento, CA 95815  
t: 916-471-3470 f: 916-561-7279  
[lkegerreis@cpshr.us](mailto:lkegerreis@cpshr.us)  
Tax ID: 68-0067209  
[www.cpshr.us](http://www.cpshr.us)



Your Path to Performance

December 6, 2013

City of Rio Dell  
Jim Stretch  
675 Wildwood Avenue  
Rio Del, CA 95562

Sent via e-mail to: [cm@riodellcity.com](mailto:cm@riodellcity.com)

Dear Mr. Stretch:

Thank you for the opportunity to submit a proposal to assist the City of Rio Dell (the "City") with the recruitment of a new City Manager. CPS HR Consulting (CPS HR) is extremely qualified to assist the City with this very important recruitment. We have vast experience in assisting public agencies with executive search, screening, and placement.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented service, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. It is our commitment to work in partnership with your organization to a successful result.

We possess a number of important strengths to assist the City in accomplishing the goals for this recruitment, including:

- **The successful completion of approximately 1,700 recruitments for more than 600 clients.** We have extensive experience in the recruitment of all types of local government, executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions. Although our client list covers a broad range, please note that each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates.
- **We have extensive experience recruiting for various executives and managers** for a variety of cities, counties, special districts and nonprofit entities. We understand and appreciate the intricacies of managing the executive recruitment for an organization and bring that expertise and knowledge to the recruitment process.
- **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained as consultants to local governments throughout the United States.



Again, thank you for the opportunity to be considered for this assignment. We are prepared to make the process as smooth as possible for the City of Rio Dell. Should you have questions or comments about the information presented in this proposal, please contact Pam Derby at 916-471-3126 or [pderby@cpshr.us](mailto:pderby@cpshr.us).

Sincerely,



Linda Kegerreis  
Chief Workforce Officer

## Table of Contents

Our Expertise .....	4
Project Approach .....	5
Project Time Line.....	11
Executive Recruiter .....	12
References .....	14
Cost .....	17
Why Choose CPS HR Consulting .....	18
Appendix A – Sample Brochure.....	19



## **Our Expertise**

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CPS HR Consulting has extensive experience in executive recruitment services. Our Joint Powers Authority Charter specifies that we provide human resources consulting services only to other public agencies or non-profit organizations. Our wealth of recruitment experience has been gained through more than 25 years of placing top and mid-level executives in public agencies throughout the United States.

Our approach to this process is effective for a number of reasons which include:

- **Our expert recruiting staff**

Our Executive Recruiters possess a high level of expertise in recruiting and placing qualified managers, directors, and executive professionals. We have a retention rate that averages more than 5 years. Our staff of experts includes an exceptional group of full time employees as well as a full complement of subject matter experts, intermittent, and part-time employees with a wide variety of public and private sector experience. This allows CPS HR to precisely match the needs of the client with CPS HR's expertise and provide a wide range of services.

- **High level of client satisfaction**

Our Client Satisfaction rating averages 4.6 on a scale of 5. Each of our clients receives a client satisfaction survey at the end of each engagement to respond to questions on the quality of our staff, our deliverables and the overall consulting relationship. The answers to these questions are then compiled and analyzed to identify client satisfaction ratings which are used as a factor within the CPS HR performance management system. The ratings are weighted very highly in each employee's individual performance plan and annual performance rating to ensure CPS HR continues to deliver on the high level of client satisfaction our clients have a right to expect from us.

- **We are a public agency**

As a public agency ourselves, we understand the challenges and issues you face. We share a common perspective with our clients; we understand how to work with and within government. Our consultants are drawn from public and private sector organizations, and employ strategy, innovation, and flexibility to find candidates who can work well in such a critical position for the City. We work collaboratively with you to generate creative and practical solutions. This understanding of public sector culture and policy sets CPS HR uniquely apart from our competitors.

## **Project Approach**

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### **Our Understanding of the Work to Be Performed**

The City of Rio Dell is interested in selecting an executive search firm to provide recruitment services for a new City Manager. The City Manager is responsible for the efficient daily operations of the City and provides planning, supervisory direction and control of all City programs and services.

### **Key Stakeholder Involvement**

The City Council must be intimately involved in the search for a new City Manager. For this reason, our approach assumes their direct participation in key phases of the search process, including the development of the candidate profiles and recruitment strategies, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new City Manager. Additionally, at the discretion of the City Council, other key stakeholders may also be invited to participate in focus group sessions, or round-table meetings to provide input for the development of the candidate profile.

### **City's Needs**

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of the City Manager. To be certain this occurs, we have developed a very effective process that will permit the City Council to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with the City Manager; and ultimately, the professional and personal qualities that will be required of the City Manager.

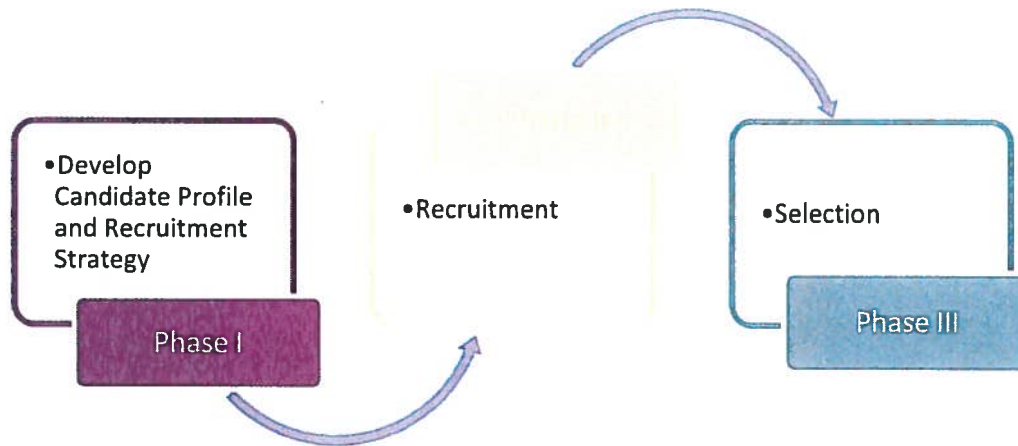
### **Assertive and Proactive Recruitment**

The best candidates are often not actively seeking a new position. They may be very satisfied with their current situation, and may only consider a change if a more attractive career opportunity is presented to them. Yet, among potential applicants there are those who, though personally satisfied with their current situation, would rise to the professional challenge and apply for these positions. Evoking that sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR. This is why we take an aggressive approach in identifying and recruiting the best available candidates.

### **Selection**

The selection of the best available candidate requires the use of tools specifically designed to evaluate each candidate against the personal and professional qualities identified by the City Council. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City.

## Detailed Outline



The executive search process presented below and on the following pages is designed to provide the City with the full range of services required to ensure the ultimate selection of a City Manager who is uniquely suited to the City's needs. Our process starts with Phase I, outlined below, where our consultant will meet with the City Council and other City stakeholders as desired by the City, to ascertain the City's needs and ideal candidate attributes, to target our search efforts and maximize candidate fit with the City. From there, Phase II outlines the recruiting process, which is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our database. Finally, in Phase III, the selection process is also customized for the City. CPS HR will work with the City Council to determine the process best suited to the City of Rio Dell.

### Phase I - Develop Candidate Profile and Recruitment Strategy

#### Task 1 - Review and Finalize Executive Search Process and Schedule

A critical first step in this engagement is a thorough review of the search process and schedule with the City Council. This will ensure that the City's needs are met in the most complete manner possible.

#### Task 2 – Additional Key Stakeholder Meetings

As desired by the City, CPS HR is prepared to meet with any additional key stakeholders, to obtain input in developing the ideal candidate profile and to assist CPS HR in understanding key issues and challenges that will face a new City Manager. The specific nature of the involvement process would be developed in consultation with the City. The results of the above activities will be summarized by CPS HR and provided to the City as an additional source of information for developing the candidate profile and selection criteria.

### **Task 3 - Development of Candidate Profile and Recruitment Strategy**

This task will be accomplished during a workshop session involving the City Council and CPS HR. It will result in the identification of the personal and professional attributes required for the position, and include the following activities:

- The City Council will identify key priorities for the new City Manager.
- CPS HR will assist the City Council in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The City Council will describe the type of working relationship they wish to establish with the City Manager.
- CPS HR will assist the City in generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the analyses conducted above.
- CPS HR will present several recruitment and selection strategies for the City's consideration. The City will choose the recruitment and selection process most likely to produce the intended results.

### **Task 4 – Develop Recruitment Brochure and Place Advertisements**

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review prior to printing (examples of current brochures are available for viewing on our website at [www.cpshr.us/Search](http://www.cpshr.us/Search), and we have provided a copy of a sample brochure in Appendix A). In addition, advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and web sites to attract candidates on a nationwide or targeted basis, depending on the preference of the City.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. We are proud of our successful record of assisting our clients with placing over 170 minority and female candidates in executive positions over the past five years. CPS HR will specifically research other jurisdictions whose demographics mirror those of the Rio Dell area and target outreach to those individuals. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their perspective and referrals of possible candidates.

The recruitment brochure will also be available on our website, so that interested potential candidates can access the brochure (a link to the brochure is listed in the advertising). Additionally, we prepare an e-mail distribution list that is sent to prospective candidates and referral sources. The e-mail will have a direct link to the brochure embodied in the e-mail message. We also send letters and brochures directly to prospective candidates and referral sources soliciting interest in the position.

## **Phase II - Recruitment**

### **Task 1 - Identify and Contact Potential Candidates**

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, CPS HR will:

- Contact respected and experienced public sector leaders to identify outstanding potential candidates on a referral basis. CPS HR maintains a comprehensive, up to date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience to garner a diverse and quality pool of candidates. These individuals, as well as other potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.
- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure transmitted with a personal letter.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of the client. Communication with these professionals, both via personal phone call and e-mail, ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks. The approach utilized by CPS HR employs the following techniques:

- Communicating to candidates, through advertising materials and verbally, a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Providing guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering a move to the area. We have found that potential candidates sometimes make the decision not to apply based on rumored information, rather than facts and research.
- Actively seeking individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other



City departments, providing superior legal advice and counsel to the City of Rio Dell, or continuing to ensure the public confidence in the integrity of the City.

### **Task 2 – Resume Review and Screening Interviews**

All resumes will be submitted directly to CPS HR for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include:

- A thorough review of each candidate's resume and other supporting materials.
- Personal interviews with the candidates who appear to best meet the City's needs. This group typically includes approximately 10-15 candidates. CPS HR will spend extensive time ascertaining each candidate's long term career goals and reason(s) why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- CPS HR will conduct internet research on each candidate interviewed, to include newspaper articles and blog checks.

CPS HR will conduct as many interviews in person that is reasonable within the timeframe and pricing matrix established with the City.

### **Task 3 – City Council Selects Finalists**

At the conclusion of the previous tasks, CPS HR will prepare a written report that summarizes the results of the recruitment processes and typically recommends five to eight candidates for further consideration by the City. This report will include the candidate resumes and a profile on each interviewee's background. CPS HR will meet with the City Council to review this report and to assist the Council in selecting a group of finalists for further evaluation.

## **Phase III - Selection**

### **Task 1 - Design Selection Process**

Based on the results of the meeting conducted in Phase I, CPS HR will design a selection process to be utilized by the City in assessing the most qualified final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written materials and problem-solving exercises. CPS HR will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates.

#### **Task 2 - Administer Selection Process**

CPS HR will coordinate all aspects of the selection process for the City. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials such as interview questions; evaluation manuals; other assessment exercises; facilitating the interviews; and assisting the City with deliberation of the results of the selection tool(s).

#### **Task 3 – Arrange Follow-up Interviews, Final Assessment Process, In-Depth Reference and Background Checks)**

Following the completion of the selection process, CPS HR will be available to complete the following components:

- *Reference Checks:* the in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers and subordinates. It is our policy to not contact current supervisors until a job offer is made contingent upon that reference being successfully completed so as not to jeopardize the candidates' current employment situation. The candidates are requested to provide a minimum of ten reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to them that their comments remain confidential which leads to a willingness to have an open and candid discussion with CPS HR. A written summary of the reference checks is provided to the Client.
- *Background Checks:* we will arrange for a background records check of an applicant's driving record, court and credit history, education verification, newspaper article research and other sensitive items.

#### **Task 4 – Assist Council in Developing Employment Agreement**

Once the City Council has made a selection, CPS HR is available to assist the Council and new City Manager in developing the terms of an agreement that covers compensation and other terms and conditions of employment. This process is typically completed in collaboration with appropriate legal counsel.

### **Value-Added Customer Service**

Throughout the outreach and screening process, we are committed to keeping the City fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.). In addition, during each phase in the process, we are either sending personal letters or initiating phone calls to candidates advising them of their status. We place a high level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long

term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

Additionally, our follow-up extends once you have selected the new City Manager. We will contact both the City Council and the newly appointed City Manager within six months of appointment to ascertain if an effective transition has occurred.

## Project Time Line

CPS HR is prepared to begin work upon receipt of a fully-executed contractual agreement. We can complete all search activities up to and including the selection of a new City Manager in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/Printed Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates to City										➤						
City Interviews													➤			
Reference/Background Checks														➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16



## **Executive Recruiter**

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CPS HR Consulting has uniquely qualified executive recruiters to assist the City. Our staff members possess extensive recruiting experience and a direct, in-depth understanding of local government. Each of our recruiters routinely serves as an engagement or project manager and personally handles every aspect of the executive search process. For this engagement, Ms. Pam Derby will be assigned as the recruiter. Her resume is presented below.

### **Pamela H. Derby**

#### **Profile**

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city manager, assistant and deputy city manager, city attorney, executive director, general manager, fire chief, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the City so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

#### **Employment History**

- Executive Recruiter, CPS HR Consulting
- Professional Management Consultant, CPS HR Consulting
- Administrative Technician, CPS HR Consulting
- Aide to the Board of Supervisors, Yuba County, CA
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA

- Executive Assistant, Randlett Associates, CA

### **Professional Experience**

- Project manager for local government, special district and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.
- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.
- Provided administrative support to SVP, including drafting correspondence, report writing and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

### **Education**

- California State University, Chico, major course emphasis – Physical Education/English

## References

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CPS HR Consulting has excellent references and we encourage you to contact them. We have listed below some of our recent similar recruitments. We are currently recruiting for a City Manager for the City of Maricopa, Arizona.

CLIENT	POSITION	CONTACT
Chandler, AZ, City of	City Manager (2011)	Jay Tibshraeny Mayor 480 782-2200 <a href="mailto:jay.tibshraeny@chandleraz.gov">jay.tibshraeny@chandleraz.gov</a> or Debra Stapleton Human Resources Director 480 782-2350 <a href="mailto:Debra.stapleton@chandleraz.gov">Debra.stapleton@chandleraz.gov</a>
Chandler, AZ, City of	Assistant City Manager (2013)	Rich Dlugas City Manager 480 782-2210 <a href="mailto:Rich.dlugas@chandleraz.gov">Rich.dlugas@chandleraz.gov</a> or Debra Stapleton Human Resources Director 480 782-2350 <a href="mailto:Debra.stapleton@chandleraz.gov">Debra.stapleton@chandleraz.gov</a>
Coconino County, AZ	County Manager (2013)	Allison Eckert Human Resources Director 928 679-7102 <a href="mailto:aeckert@coconino.az.gov">aeckert@coconino.az.gov</a> or Liz Archuleta Board Chair 928 679-7152 <a href="mailto:larchuleta@coconino.az.gov">larchuleta@coconino.az.gov</a>

*Proposal to the City of Rio Dell  
Executive Recruitment for City Manager*

CLIENT	POSITION	CONTACT
Gilbert, AZ, Town of	Town Manager (2011)	Mark Boynton Employment Coordinator 480 503-6823 Or John Lewis Mayor 480 503-6860 <a href="mailto:John.Lewis@gilbertaz.gov">John.Lewis@gilbertaz.gov</a>
Pinal County, AZ	County Manager (2010)	Pete Rios Board Chair 520 866-7830 <a href="mailto:Pete.rios@pinalcountvaz.gov">Pete.rios@pinalcountvaz.gov</a>
Reno, NV, City of	Assistant City Manager, Financial Services (2010)	Renee Rungis Human Resources Director 775 785-5854 <a href="mailto:rungisr@reno.gov">rungisr@reno.gov</a>
Sacramento, City of	City Manager (2011)	Geri Hamby Human Resources Director (916) 808-7173 <a href="mailto:ghamby@cityofsacramento.org">ghamby@cityofsacramento.org</a> or John Shirey City Manager (916) 808-7213 <a href="mailto:jshirey@cityofsacramento.org">jshirey@cityofsacramento.org</a>
California Board of Equalization	Executive Director (2012)	Liz Houser Deputy Director of Administration 916 445-4272 <a href="mailto:Liz.houser@boe.ca.gov">Liz.houser@boe.ca.gov</a>
California High-Speed Rail Authority	Chief Executive Officer (2012)	Wendy Boykins <a href="mailto:wboykins@hsr.ca.gov">wboykins@hsr.ca.gov</a> or Thomas Fellenz <a href="mailto:tfellenz@hs.ca.gov">tfellenz@hs.ca.gov</a>

*Proposal to the City of Rio Dell  
Executive Recruitment for City Manager*

CLIENT	POSITION	CONTACT
Delta Stewardship Council	Executive Director (2012)	Angela D'Ambrosio Special Assistant to the Executive Director 916 445-5797 <a href="mailto:angela.d'ambrosio@deltacouncil.ca.gov">angela.d'ambrosio@deltacouncil.ca.gov</a>
East Bay Regional Parks District	General Manager (2011)  Assistant General Manager (2011)	Susan Gonzales Human Resources Manager 510 544-2151 <a href="mailto:sgonzales@ebparks.org">sgonzales@ebparks.org</a>
Napa-Vallejo Solid Waste Management Authority	Executive Director (2010)	Mark Luce Board Chair 707 253-4386 <a href="mailto:Mark.luce@countyofnapa.org">Mark.luce@countyofnapa.org</a>
Nevada Irrigation District	General Manager (2013)	Yvonne DuBose Human Resources Manager 530 271-6838 <a href="mailto:dubose@nidwater.com">dubose@nidwater.com</a>

## Cost

### Fees for Professional Services

The base professional fee for this executive recruitment service as outlined is **\$17,000**. Our professional fee covers all CPS HR services associated with **Phases I, II and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist the City in finalist selection, and facilitate candidate interviews with the City.

### Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, long distance telephone, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and we will work proactively with the City to ensure that the dollars being spent for expenses are in keeping with the City's expectations. Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

**Estimated Range ..... \$5,000 - \$7,000**

Professional fees and reimbursable expenses would be billed and paid monthly.

Approximate recruitment costs include:

- Brochure Design and Printing (\$1,500)
- Advertising (\$2,500)
- Mailings (\$200)
- Consultant travel (based on three trips including one overnight - approx. \$750)
- Background check - one candidate (\$400)
- Other recruitment expenses (supplies, shipping, long distance phone calls - \$200)

#### CPS HR Consulting Two-Year Guarantee

If the candidate selected and appointed by the City, as a result of a full executive recruitment, terminates employment for any reason before the completion of the first two years of service, CPS HR will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. The same applies if the initial recruitment efforts do not result in a successful appointment.



## Why Choose CPS HR Consulting

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### We believe the advantages of using our expertise include:

- Our commitment to, and expertise with, public agencies
- Our aggressive outreach to qualified individuals who may not be seeking new employment
- Our ability to customize our process to fit your needs
- Our extensive experience in recruiting executive level professionals for public agencies across the United States
- Our growing list of returning clients who seek our services for multiple engagements
- Our proven ability to recruit and place minority and female candidates
- The clients and candidates who repeatedly compliment us on our timely and frequent communication and feedback
- Our ability to facilitate discussions and garner consensus with groups, including councils and boards

### Why select CPS HR for this Important Effort

- We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics required
- CPS HR has a database of candidates for many jobs and an extensive network of external resources to leverage for executive-level positions
- We utilize our vast pool of public and nonprofit resources and contacts to deliver a strong pool of competitive candidates to the City who will be well prepared to assist the City in the accomplishment of its specific mission and goals
- CPS HR recognizes that the very best candidates for some types of positions are not typically looking for a job and, therefore, our recruitment team takes a very aggressive approach to identifying and recruiting such candidates
- We encourage applicant diversity and incorporate a variety of activities to attract the best available candidates
- The combination of CPS HR's seasoned recruitment management and highly qualified staff enable us to reliably deliver successful results on time and on budget

Thank you for reviewing our proposal. CPS HR Consulting would be pleased to partner with the City of Rio Dell in this important endeavor. We are committed to providing quality, expert solutions to help you achieve your goals.

## **Appendix A – Sample Brochure**

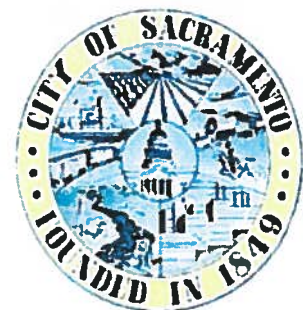
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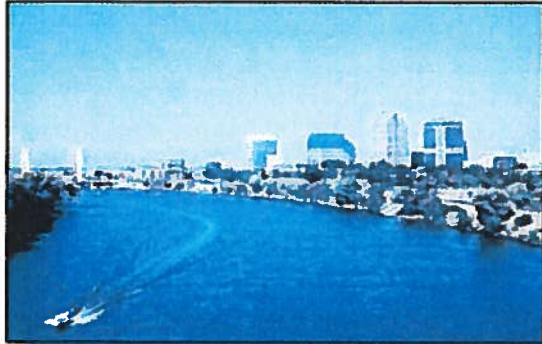
# CITY OF **SACRAMENTO**, CALIFORNIA



## **CITY MANAGER**







### UNIQUE OPPORTUNITY

The City of Sacramento City Council is seeking an enthusiastic, experienced local government professional to become its next City Manager. This is a wonderful opportunity for a creative and resourceful leader to help shape the future of California's Capital City.

### THE SACRAMENTO AREA

Sacramento – California's capital city, historic center of the Gold Rush and the center of state government. This vibrant metropolis that is one of the fastest growing cities in the nation is known by a number of different nicknames: "Camellia Capital" for the flower found so abundantly in Sacramento neighborhoods; "City of Trees" due to the countless miles of tree-lined streets and wooded parks in the region; and "River City" by virtue of two major rivers (Sacramento and American) that converge near historic Old Sacramento. Clearly, Sacramento is much more than just the "Capital City".

Conveniently located halfway between the Pacific Ocean (San Francisco) to the west, and the Sierra Nevada Mountains (Lake Tahoe) to the east, the area remains one of the fastest growing regions in the country. The metropolitan area consisting of Sacramento and parts of Yolo, Placer, El Dorado, Sutter, and Yuba Counties has a population of approximately 2.1 million; Sacramento County has a population of 1.4 million, and according to the U.S. Census Bureau is the 10<sup>th</sup> fastest growing county in the United States. With a population of approximately 470,000, Sacramento is the 7<sup>th</sup> largest city in California.

Many factors contribute to the economic success of the region. A principal reason Sacramento has retained its attractiveness is that it offers

some of the lowest housing prices of major cities in the state. Many new residents have relocated from the San Francisco Bay Area and Southern California to take advantage of Sacramento's employment opportunities, moderate housing prices, reasonable cost of living, and competitive salaries. Sacramento is proud of its cultural diversity. In fact, *Time Magazine* declared Sacramento to be the most integrated city in the country.

The Sacramento region offers amenities that are attractive to those with an active lifestyle. Hiking, biking, golfing, snow-skiing, water-skiing, house-boating, wine-tasting, and other sports and recreational opportunities abound. Educational opportunities are plentiful, with the Sacramento region being home to California State University - Sacramento; University of California at Davis; Sacramento City College; McGeorge School of Law and other community and four-year college programs.

Sacramento boasts the NBA's *Sacramento Kings*, the 2003, 2004, 2007 and 2008 Pacific Coast League champion *Sacramento River Cats* baseball team, the *Sacramento Capitals* of World Team Tennis, the annual world-class *Dixieland Jazz Jubilee*, and many other recreational, entertainment and cultural activities. Each December, Sacramento attracts some of the world's top long distance runners to the *California International Marathon*, *Historic Old Sacramento*, the *State Railroad Museum*, *Crocker Art Museum*, *Governor's Mansion*, *Sacramento Zoo*, *Sutter's Fort*, *American River Parkway*, *Music Circus*, *Sacramento Convention Center*, *California State History Museum* and *State Capitol Building* are other attractions located in the immediate area. Top-name entertainers perform at *Power Balance Pavilion* (formerly *Arco Arena*) and *Memorial Auditorium*. Each summer Sacramento hosts the *California State Fair* which attracts more than one million visitors annually and Sacramento is a frequent host for the *NCAA Track and Field Finals* and the *US Olympic Track and Field Team Trials*.

### CITY GOVERNMENT

#### *Mission Statement*

*The mission of the City of Sacramento is to protect, preserve, and enhance the quality of life for present and future generations.*

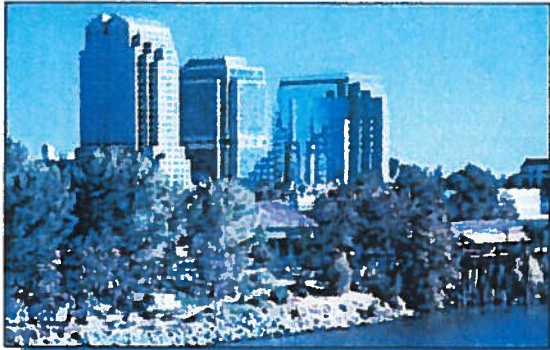
Sacramento is a charter city operating under the council/manager form of government. The City Council consists of nine members, including a directly-elected Mayor, who are elected by District to serve overlapping four-year terms. The City Council is the legislative body responsible for the overall policies and direction of the city. The Council appoints the City Manager, City Attorney, City Clerk, and City Treasurer.

Sacramento provides a full array of municipal services including public safety (police and fire); community development; economic development; transportation; utilities; convention, culture and leisure; parks and recreation; jpa partners coordination; and the traditional internal management support functions (finance, general services, human resources/labor relations, information technology, and legislative affairs).

The FY 2010-11 city budget of approximately \$833 million, including a general fund budget of nearly \$364 million, reflects approximately 4,374 FTE. The five-year capital improvement program budget is \$318.7 million. The largest sources of general fund revenues are: taxes (71.2%); charges, fees and services (10.8%); contributions from other funds (6.8%); intergovernmental (4.6%); fines, forfeitures and penalties (3.0%); licenses/permits (2.6%); interest, rents, concessions (0.9%).







To view the city's budget:  
[www.cityofsacramento.org/finance/budget](http://www.cityofsacramento.org/finance/budget)

### *Vision Statement*

*Sacramento will be the most  
livable City in America.*

### **CITY MANAGER**

The City Manager is appointed by the Mayor and City Council. He/she is the chief administrative officer of the city and is responsible to the City Council for the administration of city affairs, which are placed in his/her charge by the City Charter. The City Manager is responsible for the enforcement of all laws and ordinances; coordination of all municipal programs and services; makes recommendations to the Mayor and City Council as appropriate concerning the operation, annual budget and future needs of the city.

Direct reports to the City Manager include three Assistant City Managers, the Director of the Office of Emergency Services, the Director of Public Safety Accountability, and the Public Information Officer. The City Manager's office consists of 16 staff and an operating budget of approximately \$3 million. The City Manager's office is located on the top floor of a beautiful and modern five-story administration building as part of the 2005 renovation of the City Hall complex.

### **CHALLENGES AND PRIORITIES**

In addition to becoming quickly acclimated and overseeing the day-to-day operations of the organization, the new City Manager will be expected to strategically address the following issues and priorities recently reaffirmed by City Council.

**Manager-Council Relations** – The new City Manager will be expected to develop a strong relationship with the Mayor and City Council based on a partnership philosophy, mutual respect, trust and open communication. The City Manager will be actively involved in the policy development process by bringing creative ideas to the Council and, when necessary, squarely confronting difficult issues with creativity and optimism. The City Manager must also be sensitive in addressing the individual needs of each Council member who represents his/her District's constituents.

**Fiscal Responsibility** – It is an ongoing challenge to continue the high quality services that provide for the health and safety of the public and city staff while facing ongoing challenging financial times. A focus on the long-term sustainability of the community and strategically addressing the budget challenges will be paramount for the new City Manager. This will require an organizational assessment and a creative approach to the prioritizing of resources to allow for the optimum level of service in an efficient and cost-effective manner with a focus on responsiveness and customer service of city departments and employees.

**Economic Development** – With the slowdown in growth coupled with the state of the current economy, maintaining a healthy economic development program to attract new quality development projects and retain those the city already has will be vital to the future successes of the city. Capitalizing on the strengths of the region (i.e. rich agricultural heritage and strong healthcare industry presence) will be vital while promoting business-friendly policies to make Sacramento a choice destination.

**Labor Relations** – As the city faces significant budget challenges, working cooperatively with the city's organized workforce to address these challenges is paramount. The new City Manager will bring labor relations experience that is proactive, collaborative, and based on open and honest communication and mutual respect.

**Interagency Cooperation** – Sacramento is the center of government and the hub of a larger governmental region. Efforts continue to seek partnership opportunities and collaborative approaches to addressing transportation, flood protection, air quality, and other regional issues with the county, neighboring cities, and other jurisdictions.

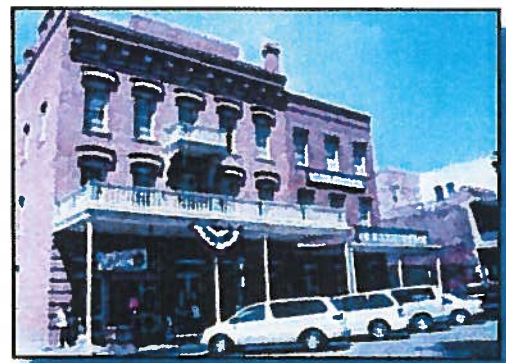
**Development Projects** – Ongoing development opportunities that will need to be addressed include the Downtown Corridor (J, K, L Streets), Railyard, River District, Old Sacramento Waterfront, Delta Shores, and other projects both in the city's core, and in surrounding neighborhoods.

**Redistricting** – Several of the Council Districts are undergoing significant changes in District boundaries and related population shifts based on the latest census data. Redistricting efforts will be completed in 2011.

**Sports and Entertainment Complex** – Studies are underway for the construction of a new arena to provide the region with a venue for major sports and entertainment. Location and funding mechanism discussions continue.

### **THE IDEAL CANDIDATE**

The ideal candidate is a strongly committed individual who has a positive record of achievement and a history of developing constructive working relationships with both internal and external stakeholders. He or she will actively solicit ideas from all levels of the organization and will have the ability to earn respect and to foster innovative solutions through sound administrative practices and strategic planning skills. Successful candidates will have a demonstrated track record of effective staff management, community relations, and significant experience working with a council or board of directors. The ideal candidate will





possess strong budget and fiscal management skills.

Specific qualifications are as follows:

#### Experience and Education

Qualified candidates are seasoned, experienced local government chief executives, assistants or deputies from a large local government agency with substantial (e.g. 10 years) highly relevant experience. A Bachelor's degree in public/business administration, political science or related field is required. A Master's degree in a related discipline (e.g. MPA, MBA) is highly preferred.

#### Personal Attributes

In addition to the foregoing requirements, city leaders have identified the following additional abilities and skills that the ideal candidate will possess:

- An experienced large city manager and administrator in a manager-council form of government who brings an established network of reliable resources.
- Competent manager of both issues and staff – knows how to mentor and develop staff, retains and attracts top talent, with an appreciation for a diverse workforce.
- Possesses strong financial acumen in managing a city's budget; is fiscally creative in his/her approach to dealing with budget constraints.
- Politically astute yet apolitical; will develop a strong working relationship with the mayor and members of council while providing his/her best professional advice.
- Strong interpersonal skills with a strong presence; outstanding leader able to inspire confidence and win the trust of city leaders, colleagues and peers, staff, the media, and the public.
- Experienced in organizational effectiveness – capable of assessing the organization and making the necessary changes to improve efficiencies and effectiveness.
- Community oriented – will actively engage community groups/leaders.
- Seeks partnership opportunities; collaborative in developing relationships with regional agencies and stakeholders.
- A passion for public service; has a vested interest in the success of the city.
- Embraces challenges and thrives on accomplishments; results-oriented.

- Big picture orientation; strategic and visionary.
- Engenders trust and credibility; a person of the highest integrity.
- Open and approachable; connects with all levels of the organization.

#### COMPENSATION

The salary for this position is negotiable within the range established by City Charter (\$187,356 - \$281,040) and will depend on the qualifications of the successful candidate.

The city's excellent benefit program includes:

- Public Employees' Retirement System (PERS 2% @ 55). Management employees currently receive an additional seven percent of base pay to offset the cost of retirement contributions into PERS
- Voluntary 457 deferred compensation plan
- 401(a) money purchase plan (City contributes four percent if employee contributes five percent)
- Flexible spending plan (medical, transit and dependent care)
- 12 – 14 paid holidays and 12 days of sick leave
- Vacation leave starting at 10 days and increasing based on years of service
- 80 hours of management leave annually
- Monthly health and welfare fringe benefit – can be applied toward employee's contribution for retirement (if any), health, dental and/or short-term disability insurance
- City contribution toward IRC Section 125 cafeteria health and welfare benefits, including medical, dental, life, and disability insurance
- \$150,000 basic life insurance
- Expense and subsistence allowance - \$400 per month
- Parking/Auto allowance - \$400 per month
- Technology allowance - \$100 per month
- Employee assistance programs

Note: City employees currently participate in a furlough program (one-day per month) reflecting a salary reduction of 4.6%.

#### APPLICATION AND SELECTION PROCEDURE

To be considered for this challenging and rewarding career opportunity, please submit your resume with cover letter, current salary and list of four work-related references by Monday, May 30, 2011. Resume should reflect years and months of positions held, as well as size of staff and budgets you have managed. Forward your materials to:



#### Executive Search

Stuart Satow  
CPS Executive Search  
241 Lathrop Way  
Sacramento, CA 95815  
Tel: (916) 263-1401; Fax: (916) 561-7205  
E-mail: [resumes@cps.ca.gov](mailto:resumes@cps.ca.gov)  
Website: [www.cps.ca.gov/search](http://www.cps.ca.gov/search)

Following the final filing date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant background will be invited to participate in a preliminary screening interview with the consultant in early June. The city will then select semi-finalists to participate in city interviews tentatively set for the week of July 11<sup>th</sup>. An appointment is expected in July following extensive reference/background checks to be coordinated with the candidate. For additional information about this opportunity please contact Stuart Satow.

Visit the City of Sacramento website at: [www.cityofsacramento.org](http://www.cityofsacramento.org)

